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ARMY LIBRARY INSTITUTE V: PRODUCT/MARKETING/SERVICE VOLUME I, REPORT OF PROCEEDINGS

COMPILED BY: JANE BLODGETT

TECHNICAL
LIBRARY

NOVEMBER 1981

US ARMY ARMAMENT RESEARCH AND DEVELOPMENT COMMAND
TECHNICAL SUPPORT DIRECTORATE

DOVER, NEW JERSEY

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This report is published in two volumes. Volume I contains the report of the proceedings (including appendixes A through K). Volume II contains supplementary data (appendixes L through Y).

19. KEY WORDS (Continue on reverse side if necessary and identify by block number)

Meetings
Workshops
Proceedings
Libraries

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)
    Army Library Institute V was conducted by U.S. Army Materiel Development and Readiness Command at Morristown, NJ, during the period 18 to 22 May 1981. It was attended by 128 members. Primary attention was given to a consideration of the library/information center functions as marketable products with patrons considered as customers for whom the products are designed. Speakers concentrated on the theme that patrons determine what the library products should be; libraries should not determine within themselves what a patron should have.
(cont)

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20. ABSTRACT (cont)

The adoption of commercial marketing methods is most appropriate for the product approach to library services. Members heard the time-and-expense impact of the conversion to AACR-2, the results of operational automated library systems, the need for a hierarchical policy on interlibrary loans, the results of recommendations made in previous meetings, and the statement of new recommendations. Voting results on new recommendations are included.

PRODUCT/ MARKETING/ SERVICE

ARMY LIBRARY INSTITUTE - V

Morristown, N.J.
18-22 May 1981

ARMY LIBRARY INSTITUTE V
MORRISTOWN, NEW JERSEY
18 TO 22 MAY 1981

DEVELOPED AND ORGANIZED BY
U.S. ARMY MATERIEL DEVELOPMENT AND READINESS COMMAND
ALEXANDRIA, VIRGINIA

HOSTED BY
U.S. ARMY ARMAMENT RESEARCH AND DEVELOPMENT COMMAND
DOVER, NEW JERSEY

VOLUME I, Report of Proceedings
VOLUME II, Supplementary Data

GEN John R. Guthrie
Commander, DARCOM

DRCCG
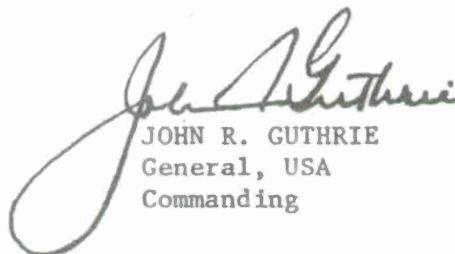
Welcome

I want to extend my personal welcome to each of you who are attending the 5th Army Library Institute. I am sure the week's session will prove to be a positive training experience and will ultimately benefit the users of Army libraries worldwide.

Your responsibility, your mission, as professionals is to meet the library users' need for information or knowledge. Whether the user is a soldier, a scientist, a family member doesn't matter. What does matter is that, regardless of who the user is, you are able to provide that user with the information and/or data he or she needs at the time when they are needed.

I wish you success in your training endeavors this week. And I want you to know that the Army relies on your support in our quest for knowledge and information.

JOHN R. GUTHRIE
General, USA
Commanding

MG Allen H. Light, Jr.
Commander, ARRADCOM

REPLY TO
ATTENTION OF:

DRDAR-CG

TO ALL PARTICIPANTS OF ARMY LIBRARY INSTITUTE

Welcome to New Jersey. We at ARRADCOM are proud to serve as DARCOM's host
for the Fifth Annual Army Library Institute. Although the five libraries
of this Command serve the scientific and technical requests of their users
primarily, they also accommodate other requests (just as you do in the
various types of libraries which you represent) for technical, post, medical,
service school, and academic information.

You represent the point of transfer of information required for every facet
of a soldier's or civilian employee's life. The better you are at your job,
the better they will be at theirs. It is therefore incumbent on you to
achieve the expertise in library and information science that the Army re-
quires to maintain the standard of excellence which is its hallmark.

I join General Guthrie in wishing you success in your training endeavors.
In this age of rapid change in information production, marketing, and ser-
vice, the Army looks to you for leadership in promoting the present tech-
nologies used in libraries, in helping to discover new technologies, and in
applying this knowledge effectively and efficiently throughout the Army
Library system.

ALLEN H. LIGHT, Jr
Major General, USA
Commanding

PAST - PRESENT - FUTURE

ALI I   New Directions 1   Ft. Belvoir, VA
                               9 to 13 May 1977
                               Coordinator: Ray Yamachika, TRADOC

ALI II   New Directions 2   El Paso, TX
                               22 to 26 May 1978
                               Coordinator: Ray Yamachika, TRADOC

ALI III   Alexandria, VA
                               24 to 28 September 1979
                               Coordinators: Nell Strickland, HQDA
                                              Ingjerd Omdahl, DARCOM
                                              Louise Nyce, FORSCOM
                                              James Byrn, TRADOC

ALI IV   On to Synergy   Atlanta, GA
                               25 to 29 August 1980
                               Coordinator: Louise Nyce, FORSCOM

ALI V   Product/Marketing/ Morristown, NJ
           Service   18 to 22 May 1981
                               Coordinator: Ingjerd Omdahl, DARCOM

ALI VI   Williamsburg, VA
                               29 March to 2 April 1982
                               Coordinator: James Byrn, TRADOC

ALI VII   Ft. Huachuca, AZ
                               1983
                               Coordinator: Edith Fraser, ACC

ALI VIII   (Place and coordinator for ALI VIII
                               undetermined)
                               1984

CONTENTS

VOLUME I

INTRODUCTION

BACKGROUND

In the past, progress had been slow in the establishment of realistic atti-
tudes about the importance of library and information functions in supporting the
Army's mission, but the direction has always been positive and upward. By 1981
these attitudes had matured to the point where the Army expected and depended on
such information to meet its daily needs--whether tactical, technical, field, or
office. These demands have placed new thresholds before the library and informa-
tion personnel which must be crossed if the support functions are to be meaning-
fully productive.

The library and information scientists of 1981 have met the challenges of
these thresholds through the development of new processes which exploit the state
of the art and, in so doing, develop new thresholds of their own.

The Army Library Institute, acting as the watchdog of the professional
parameters, as well as the pacesetter in new library and information ideas, met
in 1981 to continue the work that is theirs to pursue.

OBJECTIVES AND ORGANIZATION

The Institute's objectives were to provide an environment for librarians:

1. To exchange ideas with librarians from various sectors of the Army,
Department of Defense, and civilian communities

2. To understand the meaning of the library services as a measurable
and marketable product

3. To become better equipped to identify and appraise the work per-
formed by themselves as well as others

4. To examine and learn new techniques, regulations, and procedures
pertinent to information work

5. To promote a broader understanding of the unique tasks associated
with the various types of libraries

Army Library Institute V was a 5-day event, with the time devoted to a well
balanced program of lectures, work sessions, and information-exchange panels. A
prevailing emphasis throughout the sessions was a consideration of the library
and information functions as products which are to be assessed, identified, quan-
tified, and sold to management, just as any other products are sold. This con-
cept was woven expertly into the sessions and was enriched by the discussions and
other inputs by the Institute members. The significant rise of this approach at
this time indicated the strength and importance that library and information
centers now hold in organizations. The refreshing idea that such centers provide
services that are substantive and measurable engendered new attitudes about in-
formation.

3

The proceedings well exemplified the continuing tasks that the professional elements of library and information sectors must accomplish in supporting the objectives of the organization they serve.

FUNDING

Funding support was provided by the Office, Deputy Commanding General, The Adjutant General Center, Morale Support Directorate ($7,500.00).

REGISTRATION

A total of 128 registrants from 21 States, the Panama Canal Zone, and Korea attended the Institute. These people represented academic, medical, post, service school, and technical libraries, as well as individual laboratories, commands, and the Department of the Army Headquarters. This fine balance of varied librarians assured outstanding discussions in the working group sessions. Also present were participants who had recently served in overseas library positions and are now serving in stateside locations. (A list of registrants is provided at the end of this volume.)

PROGRAM

5

ARMY

LIBRARY

INSTITUTE

V
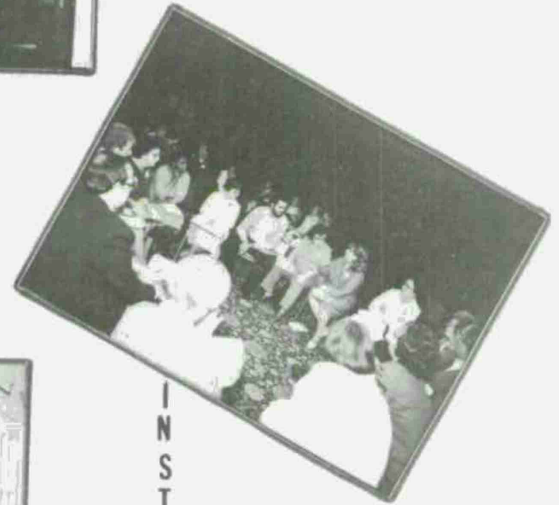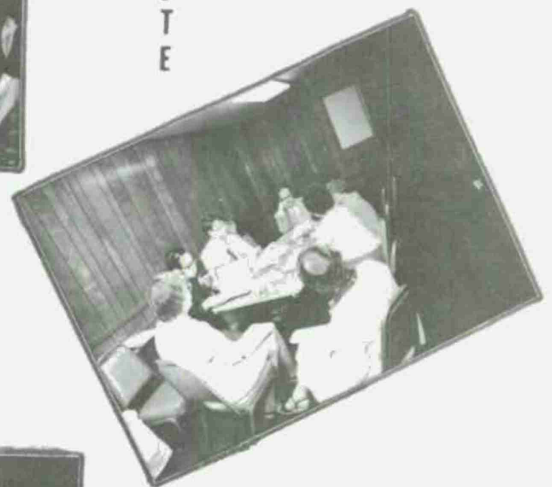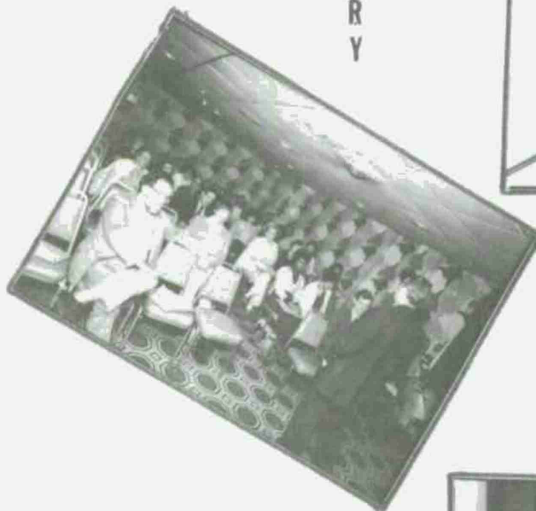
<u>Sunday   17 May</u>

1700 – 2000 Promenade 2nd Floor	Registration

<u>Monday   18 May</u>

0800 – 0900 Promenade 2nd Floor	Registration	
0915 – 0945	Travel to USA ARRADCOM HQ (Caravan Coach Lines buses provided)	
1000 – 1015 Cmd Auditorium ARRADCOM (B175)	Convening of Institute Introduction of Presiding Officer Administrative Announcements	 I. Omdahl – DARCOM N. Varieur – ARRADCOM
1015 – 1025	Official Welcome	MG Allen H. Light, Jr. CG, ARRADCOM
1025 – 1130 Tech Lib (B59)	Visit to ARRADCOM Technical Library	
1130 – 1230 Officers Club (B121)	Buffet Lunch (Soup, Sliced Meat Platter, Salads)	
1245 – 1315	Travel to Governor Morris Inn	
1330 – 1500 Ballroom West 2nd Floor	Marketing Audit for Library Services	S. Widrick, Assoc Prof Rochester Inst of Tech
1500 – 1530 Promenade 2nd Floor	Coffee Break	

1530 - 1700	Task Force Groups	
Franklin (Rm 500) 5th Floor	ADP/Networking	B. Henseler, NDU, DC
Marquis Lounge 2nd Floor	Procurement	I. Johnson, ARRADCOM, MD
Washington (Rm 366) 3rd Floor	CITA	M. Hardin, Fort Hood, TX
Madison (Rm 466) 4th Floor	Management Reporting	M. Novinger, Fort Gordon, GA
Hamilton (Rm 566) 5th Floor	Technician Training	M. Busey, Fort Belvoir, VA
Garfield (Rm 666) 6th Floor	Shared Resources	M. Wooten, Fort Campbell, KY
Jefferson (Rm 500) 5th Floor	Public Relations	E. Slawson,* Fort Belvoir, VA

1830 - 1930 Promenade 2nd Floor	Cocktail Hour	
1930 - 2200 Ballroom East 2nd Floor	Institute Banquet	
	Program: Spinning Wheels... and Silent Wings	Mayra Scarborough Hoffman-LaRoche
	Guests of Honor: MG and Mrs. Allen H. Light, Jr.	

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*Replaced by Pat Reeves, Fort Sheridan, IL.

0800 – 0815 Ballroom West 2nd Floor	Introduction of Presiding Officer Administrative Announcements	N. Varieur – ARRADCOM
0815 – 1000	Sessions by Type of Library	
Marquis A 2nd Floor	Academic: B. Stevens	AWC, Carlisle Brks, PA
Marquis B 2nd Floor	Medical: D. Griffitts	TOSG, Pentagon, DC
Ballroom West 2nd Floor	Post: P. Louderback	FORSCOM, Fort Lewis, WA
Marquis Lounge 2nd Floor	Service School: J. Weston	TRADOC, Ord Sch, MD
Washington (Rm 366) 3rd Floor	Technical: G. Holland*	MERADCOM, Fort Belvoir, VA
1000 – 1030 Promenade 2nd Floor	Coffee Break	
1030 – 1130 Ballroom West 2nd Floor	Integrated Library System (ILS) at Army Library – Pentagon	R. Mullane ALP, Pentagon, DC
1130 – 1300 Ballroom East 2nd Floor	Buffet Lunch	
1300 – 1400 Ballroom West 2nd Floor	Redstone Scientific Information Center Automated System	J. Cooney, MIRDCOM, AL

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*Replaced by I. Haznedari, ARRADCOM, Dover, NJ.

1400 – 1500
  Ballroom West
  2nd Floor
	TRALINET
	(TRADOC Library Information
	  Network)
		J. Byrn, TRADOC,
		Fort Monroe, VA

1500 – 1515
  Promenade
  2nd Floor
	Coffee Break	

1515 – 1645
  Ballroom West
  2nd Floor
	The Library's Product in the
	Marketing Mix
		H. Goldhor, Dir.
		Lib Res Ctr, U of IL

0800 – 0815 Ballroom West 2nd Floor	Introduction of Presiding Officer	J. Krivanek, TOSG
	Administrative Announcements	C. Cannon, TRADOC, Fort Eustis, VA
0815 – 1000 Ballroom West 2nd Floor	AACR-2 (Anglo-American Cataloging Rules, 2nd Ed)	D. Brunell and B. Miller, FLC/FEDLINK
1000 – 1030 Promenade 2nd Floor	Coffee Break	
1030 – 1200 Ballroom West 2nd Floor	AACR-2 (continued)	
1200 – 1330 Ballroom East 2nd Floor	Buffet Lunch	
1330 – 1800	Minisessions	
Marquis Lounge 2nd Floor	Alternate Staffing	L. Distasi, W. Pasake, E. Tierney, ARRADCOM
Marquis A 2nd Floor	EIES (Electronic Information Exchange System)	B. Miller, FLC/FEDLINK, Washington, DC
Marquis B 2nd Floor	Minicomputers for Library Functions	P. Casey, ARRCOM, Rock Island, IL
Washington (Rm 366) 3rd Floor	OCLC for Beginners	D. Brunnell, FLC/FEDLINK
Ballroom West 2nd Floor	Performance Standards	I. Omdahl, DARCOM
Garfield (Rm 666) 6th Floor	Screening Panel	L. Nyce, FORSCOM A. Donnelly, DA CivPerCen
1830 – 1930 Suite 410 4th Floor	DARCOM Librarians Get-Together	

Thursday   21 May

0800 - 0815	Introduction of Presiding Officer	C. Cannon, TRADOC
Ballroom West		
2nd Floor	Administrative Announcements	J. Player, FORSCOM, Fort McPherson, GA
0815 - 1000	Task Force Groups	
Marquis B 2nd Floor	ADP/Networking	B. Henseler, NDU, DC
Marquis A 2nd Floor	Procurement	I. Johnson, ARRADCOM, MD
Marquis Lounge 2nd Floor	CITA	M. Hardin, Fort Hood, TX
Washington (Rm 366) 3rd Floor	Management Reporting	M. Novinger, Fort Gordon, GA
Madison (Rm 466) 4th Floor	Technical Training	M. Busey, Fort Belvoir, VA
Hamilton (Rm 566) 5th Floor	Shared Resources	M. Wooten, Fort Campbell, KY
Garfield (Rm 666) 6th Floor	Public Relations	E. Slawson,* Fort Belvoir, VA
1000 - 1030 Promenade 2nd Floor	Coffee Break	
1030 - 1100 Ballroom West 2nd Floor	FLC (Federal Library Committee) Update	J. Riley, Exec Dir. FLC/FEDLINK

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*Replaced by Pat Reeves, Fort Sheridan, IL.

12

1100 - 1230 Ballroom West 2nd Floor	Career Program	N. Strickland, TAGCEN A. Donnelly, DA CivPerCen

AND

Suite 410 4th Floor	For Library Technicians and Others	Viewing of Video-Cassettes
1230 - 1330 Ballroom East 2nd Floor	Buffet Lunch	
1330 - 1700 Ballroom West 2nd Floor	Career Program (cont'd)	N. Strickland, TAGCEN A. Donnelly DA CivPerCen I. Omdahl, DARCOM

AND

1330 - 1700 Morris County Free Library	Reference Materials (Training for Library Technicians)	L. Ott, Hd, Ref Dept Morris County Free Library

All meetings on 2nd Floor

0800 – 1815 Ballroom West	Introduction of Presiding Officer	J. Player, FORSCOM
	Administrative Announcements	L. Mintner, FORSCOM, Fort Myer, VA
0815 – 0945	The Library from a User's Point of View	L. Ostuni, ARRADCOM, Dover, NJ
0945 – 1015 Promenade	Coffee Break	
1015 – 1200 Ballroom West	Task Force Group Reports	
1200 – 1330 Ballroom East	Buffet Lunch	
1330 – 1500 Ballroom West	Committee Reports	
	Closing Remarks	I. Omdahl, DARCOM
1500 – 1700	MACOM Meetings	
Ballroom West, Floor	FORSCOM, L. Nyce	
Ballroom West, Balcony	TRADOC, J. Byrn	

TASK FORCE GROUPS,
COMMITTEES, AND
SESSION REPORTERS

TASK FORCE GROUPS

ADP/NETWORKING

Henseler, Barbara, Chairperson
Griffitts, Donna K., ALC Liaison

Members

Alexander, Merle I.
Burns, Dean*
Cross, Dorothy A.*
Doar, Patrick
Galloway, Hoyt
Harvey, Nancy*
Hawthorne, Judy*
Kolb, Jack*
Koslow, Don
Kuntz, Lynda
Miller, Bonnie R.*
Pepin, Patricia M.*
Starner, James*
Stolley, JoAn*
Varieur, Normand

PROCUREMENT

Johnson, Ida P., Chairperson
Byrn, James, ALC Liaison

Members

Barth, Joe
Blaser, Alice J.*
Cheung, Linda*
Huggins, Una
Johnson, Melinda*
Kell, Annette*
Mason, Ron*
Rogerson, Mary F.*
Saunders, Laurel B.*
Scheitle, Janet *
Sherwood, Samuel R.*
Smith, Sandi
Tate, Elaine
Walter, Gary D.

CITA

Hardin, Margaret, Chairperson
Strickland, Nellie B., ALC Liaison

Members

Bolden, Elizabeth*
Bowles, Nancy
Galloway, Delfina
Murray, Marijean
Pitchford, Harriet*
Ray, Annette*
Taylor, Juanita
Tibayan, Arlene
Whipple, Marcia*

MANAGEMENT REPORTING

Ralston, Charles A.,
  Chairperson
(ALC Liaison presently not
  assigned)

Members

Barry, Louise C.*
Byers, Bertina M.*
Mosley, Doris O.*
Munson, Theresa C.*
Rucker, Newton W.
Tompkins, Dorothy C.

TECHNICIAN TRAINING

Busey, Madge J., Chairperson
Galloway, Delfine C., ALC
  Liaison

Members

Brookman, Dorothy A.
Carey, Lois*
Compton, Theresa T.
Durkin, Mary L.*
Haskins, Charles*
Liddiard, Leola D.*
Marlowe, Rosemary C.*
Phillips, Roselyn S.*
Ricks, Bonnie
Snyder, Edna M.
Watlington, Joyce C.

SHARED RESOURCES

Wooten, Mary Nell,
  Chairperson
Mudd, Isabelle, ALC
  Liaison

Members

Bemis, Nancy M.*
Chaney, A. Virginia*
Currie, Hildegard*
Darlington, Pat*
Gibson, Julie A.*
Knight, James B.
London, Frank
Minter, Lyle
Norton, Carol
Portmann, Billie
Pride, Betty*
Rayes, Aurea L.*
Velasco, Virginia
Waybright, Joyce*
Webber, Sylvia*

PUBLIC RELATIONS

Slawson, Elizabeth F.,
  Chairperson*
Reeves, Patricia A., Acting
  Chairperson for ALI-V
Shaffer, Mary, ALC Liaison*

Members

Banicki, Cynthia
Blase, Susan
Buelna, Joseph*
Cannon, Carl F., Jr.
Daugherty, Janet*
Earnest, Kathy*
Gier, Edwin F.
Griner, Merina*
Hahn, Arlene
Hamilton, Marion*
Hunter, David*
Keller, Joan*
Knold, Rosemary
Mayall, Kathryn*
Michaels, Becky*
Miller, Lester
Murphy, Sunny*
Olsen, Don*
Pensyl, Nell
Rucker, Fred
Sefton, Amie*
Serdechny, Claire
Wong, Carol*

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*Not in attendance.

16

COMMITTEES

STEERING

Omdahl, Ingjerd (Ginger) O.,
  Institute Coordinator
Varieur, Normand,
  Installation Coordinator
Byrn, James H.
Fisk, Dorothy A.*
Nyce, Louise
Strickland, Nellie B.

RECOMMENDATIONS

Hardin, Margaret, Chairperson
Altner, Patricia
Miller, Lester
Minter, Lyle
Tucker, Bonnie*

LOCAL ARRANGEMENTS

Varieur, Normand, Chairperson
Anzalone, Alfred M.
Gier, Edwin F.
Goel, K.*
Haznedari, Ismail
Koutsis, Ellen*
Meredith, Ruth
Ortutay, P.*
Shanholtz, Brenda
Vrooman, George E.

PROGRAM 1980-81

Omdahl, Ingjerd (Ginger) O.,
  Chairperson
Griffitts, Donna
Hardin, Al*
Holland, Gloria*
Kuntz, Linda
Louderback, Patricia
Ruddy, JoAnne*
Stevens, Barbara
Weston, Janice

PROGRAM 1982-82

Byrn, James, Chairperson 1982
Alexander, Carolyn
Casey, Phil
Krivanek, Judy*
Michaels, Rebecca*
Rucker, Fred
Watlington, Joyce

PROCEEDINGS

Blodgett, Jane, Chairperson
Banicki, Cynthia
Janssen, Ruth
Parins, Anita
Weaver, Josephine

SESSION REPORTERS

SESSION 1, MONDAY

Janssen, Ruth, Monitor
Requena, Linda
Saintsing, Carolyn

SESSION 2, TUESDAY

Banicki, Cynthia, Monitor
Ames, Patricia
Auer, Mary
Butts, Theresa
Coffman, Katherine
Cornelius, John
Dumas, Anna
Egge, Doris
Everidge, Barbara
Greene, Lucy
Jones, Stephanie
Langelan, Severine
Meier, Pat
Mylin, Dorothy
Piersall, Glenna
Russell, J. Thomas
Smith, Linda
Stark, Mary
Turpin, Anna

SESSION 3, WEDNESDAY

Parins, Anita, Monitor
Blase, Susan
Cristan, Anita
Doyle, Frances
Macksey, Susan
Murray, Marijean
Olstead, Patricia
Player, Jewel
Porter, Lee
Reynolds, Harvey
Schoonmaker, JoAnn
West, Albert
Wood, Beverly

SESSION 4, THURSDAY

Weaver, Josephine, Monitor
Crompton, Theresa
Hughes, Lealer

SESSION 5, FRIDAY

Blodgett, Jane, Monitor
Sites, Katherine
Zeman, Eleanor

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*Not in attendance.

SESSION REPORTS
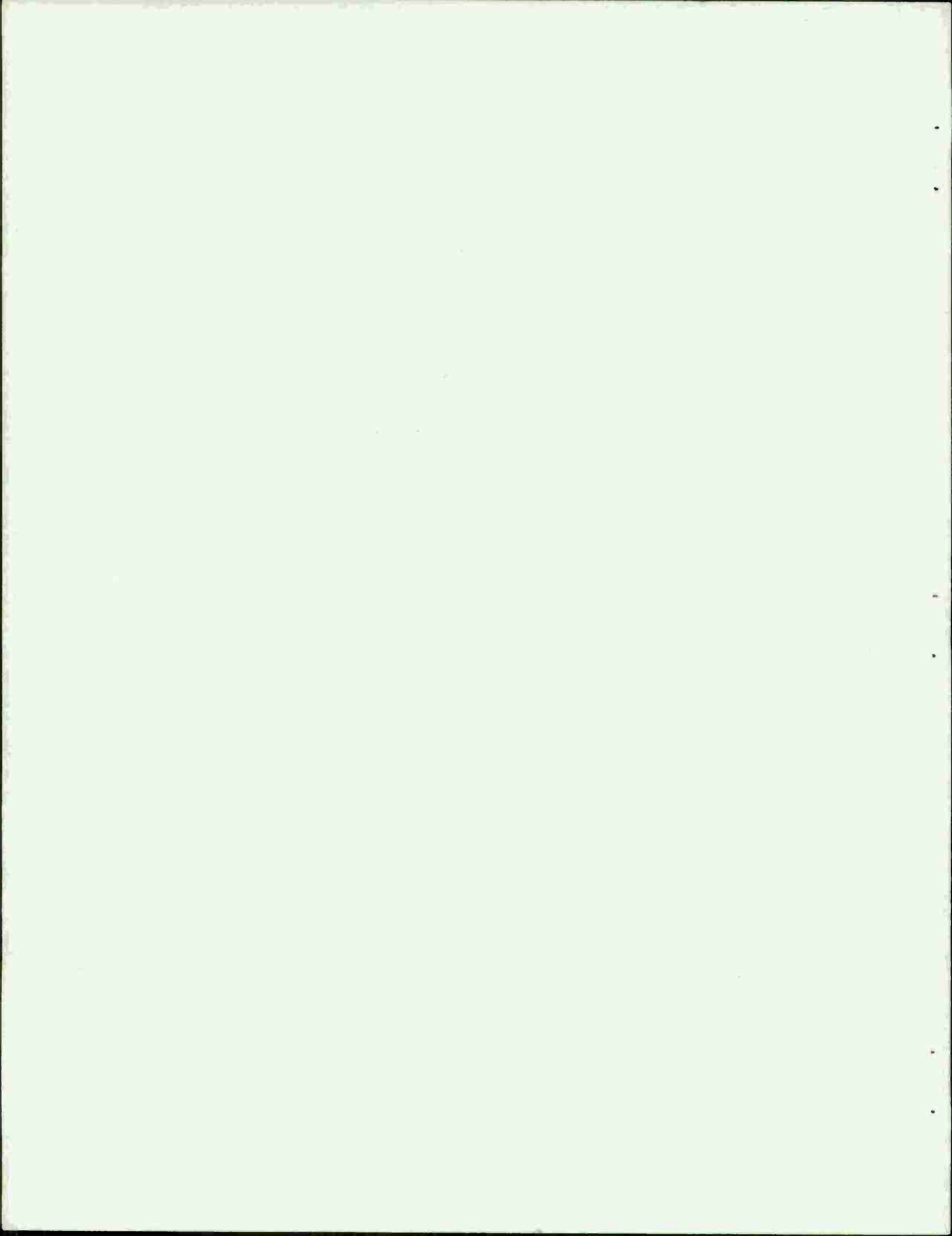
OPENING SESSION, MONDAY, 18 MAY 1981

The Governor Morris Inn in Morristown, New Jersey, was the site of the meetings except for the opening session, which was held at the ARRADCOM Headquarters Auditorium in Dover, New Jersey. The registrants traveled by bus to ARRADCOM Headquarters.

Normand Varieur, Chief, Scientific and Technical Information Division, TSD, ARRADCOM, the hosting installation, introduced the Presiding Officer, Ms. Ingjerd O. Omdahl, of DARCOM, the sponsoring command. Ms. Omdahl convened the Institute, welcomed the participants, and then introduced MG Allen H. Light, Jr., Commanding General, ARRADCOM, who greeted the participants.

MG Light set the tone for the Institute by pointing out that, even though the members represented different organizations with diverse missions, they all had but one purpose: to market their product--information--in a way which would be the most efficient and the most effective. MG Light's words were both inspiring and challenging. He acknowledged the importance of the library function and was complimentary about the performance of librarians in support of their missions. He also made it clear that, regardless of the medium used--whether it be computerized reports or newspaper clippings--the meaningful factor is the information itself that is contained in that medium.

In a nostalgic tone, MG Light concluded his remarks by reading an excerpt from a poem on librarians that was originally given at the 1906 Annual Meeting of the American Library Association (app A).

SESSION 1, MONDAY, 18 MAY 1981

General Lecture--Marketing Audit for Library Services

Stanley M. Widrick, Associate Professor of Marketing at the Rochester Institute of Technology, addressed the participants on the concepts of marketing the library service (app B). This concept demands that the user's needs be paramount in librarians' attitudes toward their work. Dr. Widrick defined the marketing concept as "a consumer's needs orientation backed by integrated marketing aimed at generating consumer satisfaction as the key to satisfying organizational goals." He felt that the user should feel satisfied after visiting the library and that the objectives of librarians should be: increased usage and patron satisfaction. These objectives are achieved by the following steps:

1. Review the marketing environment of the library to determine how much the patrons know of your services and how well you are matching the information needs of the users.

2. Review how well you enumerate specific customer satisfaction goals and how well the patrons respond to them. Know what you must do to provide the resources needed to achieve customer satisfaction. Keep good records of usage

and the mission requirements of your organization. By user orientation of your resources, make it easy for the patrons to use the library.

3. Review the marketing activities and measure the efficiency of your library efforts in meeting user needs. Ensure that you are getting feedback from your patrons and that you are informed on the time and effort required to meet their needs. Ensure that you are making the availability of your product and services easy and convenient for the patron.

In summary, librarians must define the requirements, identify the objectives, explain the product and services, determine costs for their plan of attack, decide how they will promote their plan--then execute it.

Task Force Group Meetings

The following task force groups met twice during Army Library Institute V:

ADP/Networking
Procurement
CITA (Commercial-Industrial-Type Activity)
Management Reporting
Technician Training
Shared Resources
Public Relations

The groups met on Monday, 18 May 1981, and again on Thursday, 21 May 1981, to work on their specialties. The individual meetings were conducted as follows:

ADP/Networking

Barbara Henseler, chairperson, called the group to order and introduced the attendees. The history of the group was given, and handouts were given to the members. The status of the recommendations from ALI IV was discussed. The worthiness of a survey was discussed, and a large percentage of the members attested to its worth (app L).

Procurement

Ida Johnson, chairperson, began the meeting with a review of the group's 1980 recommendations. The basic nature of the recommendations concerned DA-wide surveys on procurement problems and the preparation of approved contractor lists.

CITA

Margaret Hardin, chairperson, opened the meeting with a discussion of the disparity of procedural methods, the local interpretation of basic instructions, and the need to develop a statement-of-work (app M).

Management Reporting

Charles Ralston chaired the meeting. The group discussed the previous recommendations that had not been acted on and determined that they should be resubmitted. Management policy on information systems was developed and recommendations were listed. One such recommendation was to disestablish this task force group.

Technician Training

Madge Busey, chairperson, introduced the members and began the meeting by identifying the mission of the group as follows:

1. Determine training needs of technicians at all levels
2. Review currently available training packages
3. Develop training programs and the means to make them available to all

The group then discussed the questionnaire and the completion of the development of the self-paced reference packages (app N).

Shared Resources

Mary Nell Wooten, chairperson, introduced the members and was, in turn, complimented by the members for her efforts in the development of the Army Inter-Library Loan (ILL) Directory.

The development of a resources directory and an Army-wide ILL policy was discussed, along with other special topics (app O).

Public Relations

Patricia Ann Reeves, acting chairperson, opened the meeting by initiating response to the Army Library Council's (ALC) request for the task force group to focus on its original mandate "to emphasize promotion programs geared toward management." This task will be completed within 3 months. A discussion of the group's long- and short-range plans followed.

EVENING SESSION, MONDAY, 18 MAY 1981

An Institute-wide reception and dinner was given, which permitted the participants of the Institute to meet old and new friends. More than 150 persons gathered for the event, which was marked by an interesting after-dinner presentation by Mayra Scarborough of Hoffman-LaRoche (app C). Ms. Scarborough, a librarian/motorcyclist/sailplane pilot/TV contestant, entitled her entertaining slide show "Spinning Wheels...and Silent Wings." The presentation provided an interesting ending to the first day.

SESSION 2, TUESDAY, 19 MAY 1981

Meetings by Type of Library

Work meetings by type of library--academic, medical, post, service school, and technical--were conducted, each monitored by a selected individual. Such sessions were organized for the purpose of exploiting exchange of information and providing an environment for tutorial sessions on very detailed specific subjects. General characteristics of the sessions follow.

Academic

This group, chaired by Barbara Stevens, consisted of members from National Defense University, Army War College, Military History Institute, U.S. Military Academy, the Sergeants Major Academy, and the Combined Research Library. The group discussed four papers on academic libraries and then concluded the meeting with a discussion of the following subjects (app P):

1. Merging of Reference and Cataloging: Edward Burgess, Combined Arms Research Laboratories. This subject involved the reorganization of old reference and technical processing departments into a book-and-periodical department and a documents department. Such consolidation could only have been accomplished with cataloging assistance from TRALINET and OCLC.

2. Library Orientation: Marijean Murray, USA Sergeants Major Academy; Ed Cass, Chief Archivist, USMA. Ms. Murray and Mr. Cass led the discussions on the differences and similarities between libraries and archives and between librarians and archivists, as well as the needs and methods of materials preservation.

3. Secondary Storage: Joseph Barth, USMA. The discussion centered on the methods of moving materials to secondary storage, retention responsibilities, and the consideration of regional consortia opportunities and responsibilities.

Medical

Donna Griffitts, Office of the Surgeon General, conducted the meeting, which opened with a brief description of the structure of the U.S. Army Medical Department, the Surgeon General's Office, the 7th Medical Command, and the Health Service Command. A brief history of the National Library of Medicine was given, and other topics were discussed as follows (app Q):

1. The departments to which the various medical libraries report and the experience of the libraries with these channels of authority

2. The composition of various medical library committees, the status of the librarian as a voting or a nonvoting member, and the problems experienced

3. ILL policies in various libraries and the costs involved (it was pointed out that ILL requests could not be submitted directly to the National Library of Medicine)

Post

Pat Louderback, Fort Lewis Library System, Fort Lewis, Washington, led a group dynamics session on the subject of post libraries. Working from a hand- out (app R), the members discussed key issues that affect the functions of a post library. Some of these issues were:

1. Cross-training versus the single, known job
2. Handling of backlog
3. Adherence to goals and objectives
4. Staying familiar with patron's needs

Ms. Louderback also divided discussions into three main groups: public services, technical services, and chief librarians.

Service School

Janice Weston, of the USA Ordnance Center and School at Aberdeen, Maryland, introduced panel members Gary Walters, Tom Greene, and Jim Byrn. Using a CONARC study of 1972 (app S), the panel outlined the history of service school libraries and showed how the CONARC approach was adopted by TRADOC (U.S. Army Training and Doctrine Command) from which TRALINET (TRADOC library information network) evolved. A discussion in the group developed, showing where the service school libraries have gone in the last 10 years and the plans for the future.

Technical

Henry Voos, Rutgers University School of Information and Library Studies, addressed the specific topic of "Technical Reports and Libraries of the Future." Significant items brought out by Dr. Voos were:

1. Because of modern technology, technical reports that were once intended to be furnished to a limited audience for specific tasks are now available very readily to a diversified group of people.

2. Word processing equipment has permitted the linkage of systems which gives great coverage very quickly to technical reports.

3. Although 70 to 90% of the information from technical reports appears in open literature after 12 years, technological changes provide the capability of restoring limited literature to its primary users.

Dr. Voos concluded that the libraries of today must be responsive to future technology and its use for the service of library patrons.

General Lectures

Integrated Library System

Ruth Mullane, of the Army Library, Pentagon, gave a very thorough discourse on the ILS (Integrated Library System) Program as it was initiated in the Army Library, the purposes that it served, the advantages it offered, and the implementation problems it suffered (app D).

Ms. Mullane, in addressing the entire Institute, highlighted characteristics of the ILS concept. Such characteristics include:

1. ILS is truly integrated, containing only one master bibliographic file, regardless of the number of computers involved in the total network.

2. ILS is a minicomputer-based system, operating on the concept that it is easier to build up than to cut down.

3. ILS is a file that can be used on various models of minicomputers. (As of this time more than 20 models of minicomputers can handle the files.)

4. ILS can be used to access other systems.

5. ILS has different types of access for various levels of users, ranging from the patron to catalogers, reference librarians, or other professionals.

Ms. Mullane gave a progress report on ILS in the Army Library, explaining its subsystems. Currently in use are circulation, bibliographic, administrative, and serials control subsystems. Soon to be implemented is a catalog access subsystem. Ms. Mullane concluded that the ILS experience has been a success and that it has much to offer Army libraries.

Redstone Scientific Information Center (RSIS) Automated System

Jane Cooney, MIRDCOM, Redstone Arsenal, gave an extremely informative address on the RSIC Automated System (app E). The significance of this system is best appreciated when one realizes that it stems from the Redstone Scientific Information Center--the ballistic missile center of the United States. Ms. Cooney described the pioneering ALPHA-1 system which began in 1962 and its improved version which began in 1966. The system enabled the efficient serving of 6,000 patrons from a holdings inventory of 1.3 million technical reports, 3,300 journals, and 260,000 open-literature volumes. It has the capabilities of searching reports from Defense Technical Information Center (DTIC) and National Aeronautics and Space Administration (NASA); it provides records on patron activity, circulation records, book ordering data, and book and serials holdings; and it has language control. It also provides printed reports, serves online queries, and maintains online master files of patrons, books, reports, serials, language, and statistics.

TRALINET

James Byrn, Librarian of TRADOC Headquarters, Fort Monroe, Virginia, reviewed TRADOC regulation 1-2 (app F), and gave a complete story of TRALINET. The regulation, dated 9 Jan 1981, covered the policy and responsibilities, the library system organization and administration, the TRALINET system itself, and the library system operation. The presentation was thorough and illustrated the orderly manner in which TRALINET followed the needs of the patrons.

The Library's Product in the Marketing Mix

Herbert Goldhor, Director of Research, Graduate School of Library Science, University of Illinois, delivered a lecture on the key theme of ALI V; namely, treating the library functions as products that should be marketed like any other product (app G).

In a series of provocative statements, Dr. Goldhor hammered home the premise that libraries must exist to serve people and not to serve themselves. He stated that the traditional library approaches of offering what they think is good for the people is producer-oriented and that is only selfserving. He emphasized that the proper approach is the marketing approach, which is simply to find out what the patrons want and supply it.

Dr. Goldhor offered a four-step process:

1. Market analysis
2. Inventory of your products
3. Product evaluation and decisions on which products to sell
4. Evaluation of market (users)

He pointed out that there are continuing tasks and that the cycle is alive, depending on user feedback to stimulate product development or changes.

A simplistic but valid treatment of product-market growth strategies was illustrated by a plain matrix which follows (numbers indicate sequence of functions):

	Present products	New products
Present markets	1. Market penetration	3. Product development
New markets	2. Market development	4. Diversification

Essentially the cycle means that when the present products are matched against the present markets, the success of this match equates with the degree of success with which one has penetrated the market. Applied to the librarian, this match shows how well one is satisfying the user's needs. If one's products at present are the best that one has identified, then these present products must be matched against present markets before any new development takes place. New markets (or new patrons) will require new products, which means the development of more work for the library. This increased work means the processes of analysis, product inventory, product evaluation, and user evaluation must take place.

The ideas fostered by Dr. Goldhor are indicators of the sophistications that are now a necessary part of library work. The lecture stimulated thought and discussion.

SESSION 3, WEDNESDAY, 20 MAY 1981

General Lecture--Anglo-American Cataloging Rules, Second Edition (AACR-2)

This presentation for the entire Institute was given by David Brunell and Bruce Miller, FEDLINK (Federal Library and Information Network) FLC (Federal Library Committee)(app H).

The objectives of the session were not only to inform the listeners on the AACR-2 rules but also to remove some fears that librarians had of the new

rules. Because conversion to the new rules is the principal task facing librarians at this time, the speakers organized their discussions on five issues:

1. AACR-2 adoption and implementation
2. Impact of AACR-2 in federal libraries
3. Coping with AACR-2
4. OCLC's (Online Computer Library Center) AACR-2 implementation
5. Impact of AACR-2 on OCLC tapes and output procedures

Some of the key problems highlightd in the lecture and discussions that followed were:

1. The cataloging process will be slowed down because of the many decisions that have to be made on OCLC records.

2. Adaptation to AACR-2 will affect library budgets for the next 5 years.

3. Delaying conversion will only increase total costs.

4. Inhouse automated systems will need to be reprogrammed and, to be economical, such conversion should probably be accomplished internally rather than through outside contractors.

The speakers did acknowledge certain areas where change will be slow and stated that total conversion will take a long time.

Minisessions

The participants spent the rest of this day with a number of specific subjects treated individually in meetings called minisessions. The objective of these sessions was to permit specialized concentration on topics that would interest segments of the Institute but not the entire assemblage. By the scheduling of short, repeated sessions conducted simultaneously, the members could attend several gatherings of their choice.

The subjects and the presenters were:

Subject	Presenters
Alternate Staffing	L. Distasi, W. Pasake, E. Tierney, ARRADCOM
EIES (Electronic Information Exchange System)	B. Miller, FLC/FEDLINK, Washington, DC
Minicomputers for Library Functions	P. Casey, ARRCOM, Rock Island, IL
OCLC for Beginners	D. Brunell, FLC/FEDLINK

Performance Standards   I. Omdahl, DARCOM

Screening Panel   L. Nyce, FORSCOM and A. Donnelly, OPM

Alternate Staffing

This session was conducted by Elaine Tierney, Lillian Distasi, and Wilma Pasake, STAFF members from Personnel, Training, and Force Development Directorate, ARRADCOM (app T).

The thrust of their presentation was directed to descriptions of seven programs, mainly involving students. These programs included summer work for disadvantaged high school students, worker-trainee and work-study plans, and part-time hire of students or graduates in particular academic programs.

The group was informed that in some cases these positions are not included in the regular ceilings. The benefits of these programs were also discussed. Included were special programs for engineering and science students, and worker-trainee programs for older people, handicapped, or those with language barriers.

EIES (Electronic Information Exchange System)

Bruce Miller, FEDLINK, FLC, talked to the group about electronic mail (app U), a procedure in which messages are sent to a central computer and there stored until called for by the receiver (addressee) at a time convenient to him or her. He described the Polytechs system which FEDLINK plans to use.

Minicomputers for Library Functions

Phil Casey, Chief of the Technical Library at U.S. Army Armament Materiel Readiness Command, Rock Island, Illinois, assisted by Andy Burton of Radio Shack, Cedar Grove, New Jersey, conducted a demonstration using a very small computer with miniature printing and dial-up equipment (app V). The objective was to show how minicomputers could be applied to a long list of library functions. The speakers also demonstrated how, with minimal training, individuals could easily program such devices. Functions shown were:

    1. Subscription programs
    2. Book acquisitions
    3. Circulation
    4. Information retrieval

Also demonstrated were the editing and storage capabilities for word processing on minicomputers.

OCLC for Beginners

David Brunel, FEDLINK, FLC, described the fundamentals of the OCLC system (app W). The objective was to give information on OCLC to individuals who were not yet familiar with the system. Key elements in his discussion were these facts about OCLC:

1. The master bibliographic file is created from the input of 2,800 contributing libraries.

2. This file stores 7.3 million records, with 35,000 additions per week.

3. Eight subsystems are in use or are planned to be in use:

   a. Cataloging
   b. Interlibrary loan
   c. Name-address directory
   d. Serials control
   e. Library of Congress name authority file
   f. Acquisitions
   g. Circulation
   h. Searching

Mr. Brunell discussed the economics of OCLC and pointed out that it can be very expensive.

Performance Standards

Ingjerd Omdahl, Headquarters DARCOM, conducted this session, which dealt exclusively with performance standards as used in the evaluation of person-nel (app X). The presentation was informative, and it not only described the standards but also gave guidance on techniques which could be used to evaluate performance better. Ms. Omdahl explained the forms, the terminology, and the re-sponsibilities of the supervisor, reviewer, and employer.

Screening Panel

Louise Nyce, Headquarters, Forces Command, and Ann Donnelly, Office of Personnel Management (OPM), used the technique of a mock screening panel (app Y) to invite discussion and criticism from the participants.

Each member was given a mock SKAP and was asked to rate the SKAP in the same way that a panel might rate it. The same instructions that were issued to careerists were available for reference. The group developed a number of sugges-tions for careerists as a result of the mock screening panel. Some of them were:

31

DA Form 2302

1. Enter changed information in experience blocks every time that either the definition of elements or the crediting plan changes, or whenever the grade level at which a function is being performed changes.

2. In experience blocks use message form and abbreviate as much as possible. Use the last block on the page to highlight several jobs if information would otherwise be dropped from the SKAP.

DA Form 4638-R

1. Use item 13b and extra sheets of paper for any information which cannot be contained in another block.

2. Be aware that the panel accepts in elements 35 through 40 any rating on which supervisor and reviewer agree.

The group also agreed that explicitness in the description of duties performed is required, that the careerist should take the responsibility of educating his or her supervisors and reviewers about rating system, and that some elements cannot be rated above an S-level because the definitions at this level were written to include the best possible performance.

SESSION 4, THURSDAY, 21 MAY 1981

Task Force Group Meetings

The task force groups met for their final sessions. Their meetings were devoted basically to meet these two objectives:

1. To complete the assignments and goals that the groups established for themselves for the week

2. To identify projects for the future

The specific task force groups activities were:

ADP/Networking

Barbara Henseler, chairperson, led the discussion, pointed toward the mandate given the task force group by ALC (app L). This mandate was to identify and inventory the ADP/networking system within the Army libraries. The group's survey form had been proposed and given to ALMO in December 1980 for implementation but as of the meeting date it still had not been sent out.

After considerable discussion it was determined that ALMO would send out the survey through technical channels not later than 1 July 1981. The group agreed that if this deadline was not met, the group would send out its own informal questionnaire and pledged to have a completed survey in time for the next ALI meeting.

The group also discussed the 1980 request from the Office of the Adjutant General for ALMO to develop an ILL hierarchy. When the task was given to the ADP group, it was decided that MACOMs were the appropriate starting place to establish a policy. A brief questionnaire was sent to 13 commands, and all but one have responded. The conclusion was drawn that an ILL hierarchy can be achieved only by the merger of major command policies and geographic policies.

The session ended with the group agreeing to meet on a regular basis and to stay abreast with the state of the art on ADP technology.

Procurement

Ida Johnson, chairperson, led the group in a continuation of the sessions begun earlier in the week. The discussions continued on the following key elements:

1. The three basic recommendations made in 1980

2. The status of these recommendations

The group reported that two of the three recommendations had been completed and that the third would be completed in June 1981. The group then developed these recommendations:

1. That the Procurement Task Force Group continue

2. That the ALMO request that a separate numbered series be established for ARs, DA pamphlets and circulars, etc., which concern Army libraries

3. That the name of the Procurement Task Force Group be changed to Acquisitions/Contracting Task Force Group in keeping with current DOD/DA terminology

4. That an informal report from the Acquisitions/Contracting Task Force Group be published semiannually

5. That ALMO compile and print a newsletter concerning the progress of all the task force groups

6. That a clearinghouse for procurement problems be established under the TRADOC Library Office

7. That the ALC pursue, as a high priority item, establishment of a procedure for payment of interlibrary loan charges

8. That the previously published list of procurement courses be updated and published annually

9. That the group request clarification from the Army Comptroller concerning problems involved with deposit accounts and coupons

10. That procedures be established to allow ALMO guidance to be given to IG teams on library procurement matters

11. That the group prepare and publish for distribution on an Army-wide basis an acquisitions primer

12. That the group set up a meeting with GSA to discuss and resolve problems concerning federal supply schedules for publication.

CITA

Under the chairmanship of Margaret Hardin, the group continued its work on the critical statement-of-work, which is the primary documentation laying out the task for the contractor (app M). By focusing on the statement-of-work, the group was then able to work on that section of the work statement which dealt specifically with the tasks.

Stressed was the point that the statement is performance-oriented, telling the contractor what to do, but it is not a method. The group worked on assembling quality assurance standards for several tasks such as interlibrary loan, cataloging and classification, and user orientation. The group agreed that a shopping-list approach to the assembly of such standards was the most expedient.

The group developed a sample to be used as a guide by Army librarians. This sample, when completed, will be forwarded to ALMO within the year.

Through concentration on primary problem areas, the group has now completed its current tasks.

Management Reporting

Charles Ralston, chairman, led the group in the conclusion of its work. Because earlier recommendations still were not being acted on, the group resubmitted them as follows:

1. That management reporting policy be made by ALC, ALMO, and/or other equivalent authority

2. That consideration be given to automation of a management information system

34

3. That further detailed analysis of such a system be conducted on a consultive basis

Additionally it was recommended that:

1. A working committee, closer to the ALC both administratively and geographically, be formed to work intensively on forms design, data elements, etc.

2. That this task force group be disestablished

Technician Training

Under the chairmanship of Madge J. Busey, the group continued its work on the three objectives stated in the earlier session (app N). In 1981 two projects had been undertaken:

1. To distribute a questionnaire to all library technicians in order to compile a directory and to survey the technician training wants

2. To complete the development of a self-paced reference package

Joyce Wattington, who directed the questionnaire project, received a 61% return. A directory of library technicians was completed, listing 223 technicians, their names, and their addresses. The group agreed to update the directory and to include information on training courses. The questionnaire had also identified 461 training needs. Of these, training or reference materials led, with 122 persons indicating a need, and technical services was second, with 109 persons indicating a need.

Other activities worked on by the group were:

1. Announcement was made that a self-paced video cassette conversion package is ready, awaiting $10,000 funding.

2. Members reported attendance at a USAF sponsored, 40-hour library technician's training course at San Antonio College, San Antonio, Texas.

3. Assignments were made for the development of additional cassettes in the next year.

Most group members planned to tour the Morris County Free Library and to attend the Thursday afternoon training session on reference materials.

Shared Resources

Mary Nell Wooten was the chairperson. The group continued its discussion on the development of a resource directory (consisting of profiles from each

installation) and an Army-wide ILL policy (app O). Concerning the resource directory, the group made these decisions:

1. Creative approaches at the local levels might be more appealing, quicker, and more informative than a questionnaire format.

2. Profiles submitted by members will be used as examples for other installations.

3. New members will be encouraged to prepare profiles for their installations.

4. A single profile for each installation is the ultimate goal.

Public Relations

Patricia Ann Reeves was the acting chairperson. The group concluded its activities by developing three short-range goals:

1. To produce and distribute interlibrary loan posters and bookmarks

2. To continue to send out quarterly publicity packets

3. To receive input materials and to redistribute public relations ideas suitable for the special library sector

General Lectures

FLC Update

James Riley, Executive Director of FLC, FEDLINK, gave an update on the committee's work during the past year (app I). The key items were:

1. The survey of federal libraries is completed and will be available by the end of the summer.

2. The telefacsimile project is finished, and the service is available through National Technical Information Service and Education Resource Information Center.

3. Instructional chemistry materials have been prepared for the nonchemist.

4. OPM and FLC are working on a survey that will measure productivity in federal libraries.

5. The contract for Project NOAH has been let. This system will enable a number of internal functions to be handled automatically.

6. Increases were announced for OCLC and AT&T for services.

7. AACR-2 training was begun in January 1981. Twelve 3-day workshops have been conducted to date.

Mr. Riley also gave the members the names of persons who can be contacted for aid in various activities.

Career Programs and Position Classification Standards

Lectures on the career programs and position classification standards were consolidated and conducted by Nellie Strickland, The Adjutant General Center; Ann Donnelly, DA Civilian Personnel Center; and Ingjerd Omdahl, DARCOM (app J). After the lectures were completed, the members were divided into smaller groups to discuss in detail the development of standards.

The objectives of these lectures were to describe the career program itself, to enumerate some of the issues, to discuss screening panel and planning board activities, to recommend performance standard actions, and to develop an understanding of the standards and how they are developed and measured.

Some of the information presented included these items:

1. The library career program, with 525 registered persons, is one of the smallest career programs in the Army.

2. In the latest screening panel, 308 librarians were rated, 44 were deferred at their own request, 25 were deferred by the panel, and 12 were outside applicants.

3. In 1981, 44 referral and 28 supplementary lists had been issued. No selection had been made on 28 of the referral lists and on 15 of the supplementary lists.

4. Since the beginning of the 1981 referral year (1 October 1980), 135 referral lists have been sent out. In the 1980 referral year, 260 referral lists were sent out.

5. Selection factors that apply include:

a. Repromotion eligibles in the local area should be considered first and their names given.

b. Choice should be made first from priority candidates, then repromotion eligibles, then lateral promotions, and then competitive referrals.

c. When less than three promotable people appear on a referral list, a supplementary list can be requested.

d. The term "best qualified" is no longer permissible as a reason for selection of a candidate. Another reason must be given for the selection.

e. Selecting officials may hire from transfers from the Navy and the Air Force, reinstated eligibles, reassignments within an installation, and those on OPM certificates.

6. Detailed recommendations for filling out career appraisal and individual development plans (SKAPs) were given.

7. It was pointed out that anyone moving for a permanent change of station must stay 1 year if the change was a promotion and 2 years if it was a lateral transfer.

In other actions, the members were asked to give their opinions on the present career and performance standards. They were asked to consider these options:

1. Discontinue the career program.

2. Retain present screening system with modifications.

3. Do away with screening panels and accept the reviewing official's rating as final.

4. Make SKAP standards for functional elements measurable. Use these elements for local performance standards for unique situations.

The members chose the option to retain the present screening system with modifications.

In order to prepare standards that would be measurable and acceptable, Ms. Omdahl formed the members into small groups which then worked on the standards.

Offsite Session--Visit to Morris Country Free Library, Morristown, New Jersey

The library technicians met at the Morris Country Free Library for a discussion on reference materials. Ms. Linda Ott, Head of the Reference Department, explained how to conduct a reference interview with a patron. She reminded her group that the seemingly obvious and straightforward question can be the most misleading--she emphasized that the patron must be questioned in order to ascertain the information that is really desired. The technicians toured the library and examined reference materials. Ms. Ott explained their usage and evaluated their worth to a collection.

The ALI participants were able to discuss their work with 17 area library technicians who were also present for the discussion.

SESSION 5. FRIDAY, 22 MAY 1981

General Lecture--The Library From a User's Point of View

Lawrence J. Ostuni, ARRADCOM, presented a personalized viewpoint of librar-
ies, which covered the period from the early days of his career to the present
time (app K). He stressed the importance of a corporate strategy which identi-
fies the role that the library occupies in the realization of that strategy. Dr.
Ostuni further indicated that the managment had a distinct responsibility in
directing its people to use the library resources. This procedure not only puts
the real pressure on the library to meet the users' needs but also gives the user
confidence in the library as an information source. This interrelationship per-
mits quicker responsiveness of the library to the user needs, which provides
stronger support of the organization's mission.

Reports

Task Force Groups

The seven task force groups presented their individual final reports
reflecting their discussions conducted earlier in the week. The task force
groups and the individuals presenting the reports were:

Group	Presenter
ADP/Networking	Barbara Henseler
Procurement	Ida Johnson
CITA	Marijean Murray
Management Reporting	Dorothy Thompkins
Technician Training	Madge Busey
Shared Resources	Mary Nell Wooten
Public Relations	Pat Reeves

The final reports of the groups have been forwarded to the Army Library Manage-
ment Office (ALMO) for permanent record. Readers may contact appropriate chair-
person to determine availability of reports. (See appendixes L through O.)

Recommendations Committee

Lyle Minter, the presiding officer of the day, presented 28 recommenda-
tions developed by the committee, for an open vote by the Institute. Of these,
13 carried, 9 did not carry, and 6 were tabled. (See next section, page 41.)

39

Announcement and Closing

The announcement was made that ALI VI will be held at Norfolk, Virginia, in April 1982 and ALI VII, at Fort Huachuca, Arizona, in 1983.

Ingjerd Omdahl, DARCOM, gave the closing remarks, complimenting the host, the participants, and all who made ALI V possible.

The Institute was then adjourned.

RECOMMENDATIONS

ARMY LIBRARY INSTITUTE V

The following recommendations were presented at the closing session of the Army Library Institute V on 22 May 1981:

1. That ALMO express thanks of Institute participants to DARCOM, ARRADCOM, and ALI staff members for a "splendid institute." Letters of commendation should be distributed to all planners, speakers, and committee chairpersons. — Carried

2. That ALMO submit an annual report, oral and written, to the Army Library Institute. — Carried

3. That ALMO/ALC issue quarterly reports to all Army libraries. — Carried

4. That an Army administrative publications series for Army libraries/information centers to provide guidance to all Army libraries/information centers be established. — Carried

5. That ALMO institute procedures for library procurement to be placed on the annual IG agenda. — Carried

6. That ALC change the name of the Procurement Task Force Group to the Acquisitions/Contracting Task Force Group. — Carried

7. That ALMO investigate the problems of prepaid postage for library use. — Carried

8. That ALMO/ALC develop policy guidance concerning the problems of paying charges for interlibrary loans and reprints. — Carried

9. That ALMO compile a list, using input from FEDLINK, of all Army libraries using OCLC, giving OCLC symbol and address of the library. — Not carried

10. That ALMO provide detailed instructions on the compilation of statistical information for the annual report. — Tabled

11. That ALMO investigate the loss of Army librarians due to CITA contracting and plan for contract librarians who will be managing Army libraries. — Tabled

12. That Ingjerd Omdahl's presentation on Civil Service Reform Act/Performance Standards be included in the proceedings verbatim. — Tabled

13. That proceedings of the Institute be published and distributed to each Army library and to DTIC, in addition to participants. — Carried

14. That speakers submit copies of their reports, handouts, and slides to the Proceedings Committee. — Carried

15. That the 1982 reporting system should return to the previous reporting method by assigning reporting responsibility for the sessions to a number of attendees.   Tabled

16. That the reports should be typed and submitted at a later time.   Tabled

17. That the site for the Institute should be more centrally located, with access to restaurants outside the hotel.   Carried

18. That future ALIs should not be scheduled on 3-day holiday weekends.   Not carried

19. That smoking should be banned in meeting rooms during meetings.   Carried

20. That name tags should be made in larger letters and with geographic locations added.   Carried

21. That type-of-library meetings be given a half-day of the Institute schedule.   Tabled

22. That there be equipment exhibits.   Not carried

23. That speakers stick to the schedule and that the sessions start and end on time.   Not carried

24. That brief (5-minute) breaks be scheduled at least one every hour.   Not carried

25. That minisessions should be expanded to two sessions: the first session to be a presentation of the subject area and the second session to be a discussion or reveiw.   Not carried

26. That ALI should adopt a maximum of three issues and make recommendations regarding these rather than applying a shotgun approach to solving our problems.   Not carried

27. The ALI needs something comparable to Junior Memberships in ALA. This outlet would recognize new personnel and interns at a special session.   Not carried

28. That a policy regarding management reporting be made by ALC, ALMO, or other equivalent authority.   Not carried

44

APPENDIXES

APPENDIX A

WELCOMING REMARKS
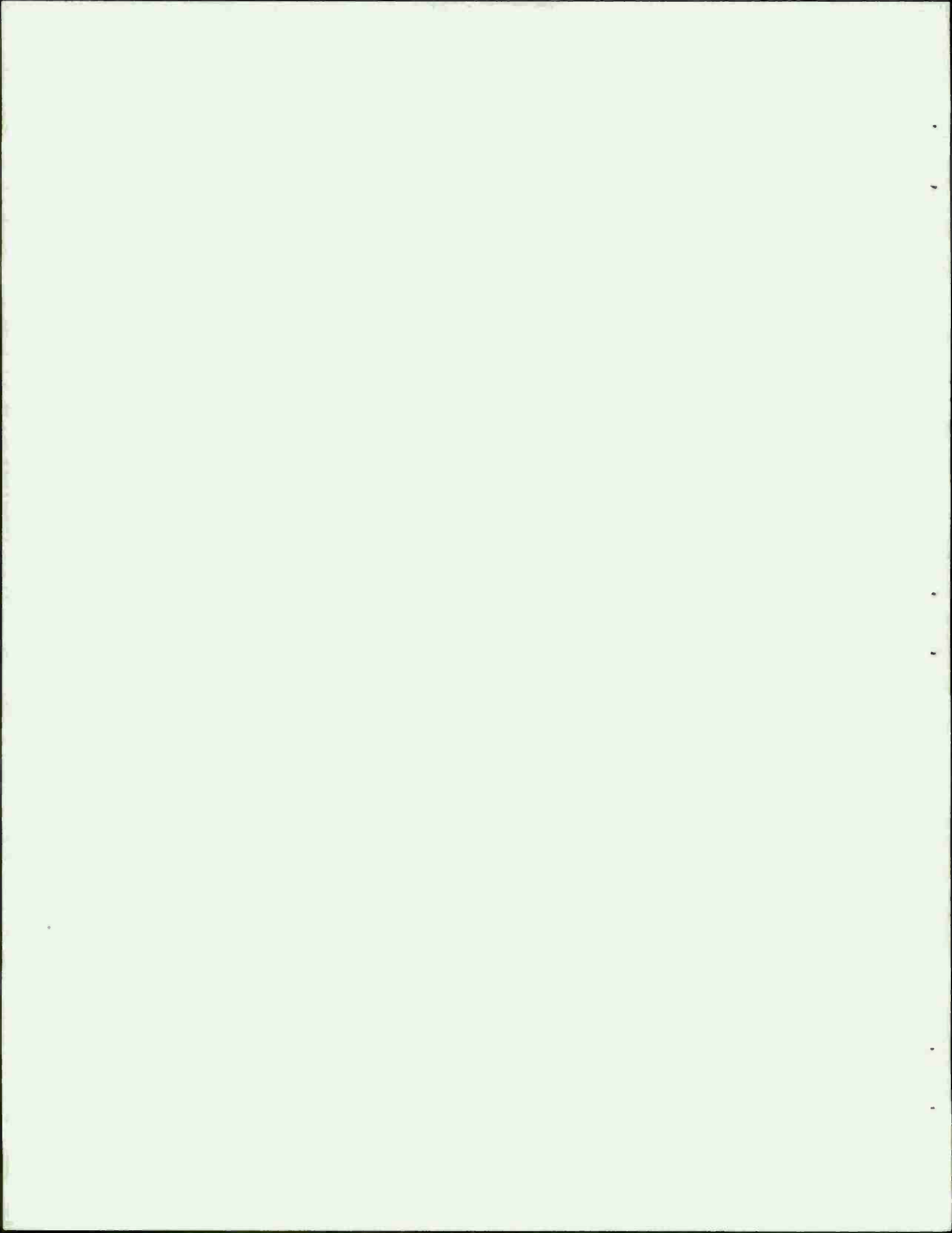
MG A. LIGHT, JR.

I AM PLEASED TO PARTICIPATE IN THE FORMAL OPENING OF THE FIFTH ANNUAL
ARMY LIBRARY INSTITUTE, AND TO WELCOME YOU TO ARRADCOM AT PICATINNY ARSENAL.

DURING THIS COMING WEEK I SEE BY YOUR BUSY AND FULL SCHEDULE THAT YOU WILL
FOCUS ON HOW TO PROFIT FROM PAST LIBRARY EXPERIENCE, HOW TO APPLY PRESENT-DAY
TECHNOLOGY EFFICIENTLY AND EFFECTIVELY, AND, QUOTING FROM OUR OWN SCIENTIFIC AND
TECHNICAL INFORMATION DIVISION'S MISSION STATEMENT "(HOW) TO CONDUCT A CONTINUOUS
PROGRAM OF RESEARCH AND INVESTICATION IN THE AREAS OF LIBRARY AND INFORMATION
SCIENCES".

AS YOU PURSUE YOUR EFFORTS THIS WEEK, YOU SHOULD KNOW THAT WE CONSIDER YOU
TO BE AMONG THE ARMY'S MOST VALUABLE RESOURCES. YOU SERVE THE MILITARY, THEIR
DEPENDENTS, AND THE ARMY'S CIVILIAN WORK FORCE. YOU COVER THE FULL RANGE OF LIBRARY
EXPERTISE FROM ACADEMIC AND SERVICE SCHOOLS, THROUGH MEDICAL AND TECHNICAL, TO POST
LIBRARIES. YOU HAVE COME FROM AS FAR NORTH AS ALASKA, AS FAR SOUTH AS PANAMA, AS
FAR EAST AS WESTERN EUROPE, AND AS FAR WEST AS EASTERN KOREA, AND ALMOST EVERY STATE
OF THE UNION.

YOU ARE HERE, AS GENERAL GUTHRIE HAS SAID, FOR A POSITIVE TRAINING EXPERIENCE
TO BENEFIT THE USERS OF ARMY LIBRARIES THROUGHOUT THE WORLD. YOU COME TOGETHER NOT
ONLY FROM ALL TYPES OF LIBRARIES, BUT ALSO FROM A VARIETY OF DUTIES AND SERVICES
WITHIN THOSE LIBRARIES. IN SPITE OF YOUR DIVERSE BACKGROUNDS, EACH OF YOU HAS BUT
ONE PURPOSE AND ONE DESIRE: TO MARKET YOUR PRODUCT, INFORMATION, IN A WAY THAT IS
MOST EFFICIENT AND EFFECTIVE.

ALTHOUGH ARCHIVISTS ARE IMPORTANT FOR THE CORPORATE MEMORY OF ANY ORGANIZATION,
YOU ARE NOT ONLY THE KEEPERS OF INFORMATION, YOU SERVE AS THE CONDUITS OF THAT INFOR-
MATION AS WELL. YOU ARE HERE TO FIND OUT WHAT THE STATE-OF-THE-ART HAS TO OFFER

ARMY LIBRARIES THAT WILL HELP EXPEDITE THIS TRANSFER OF INFORMATION. MOREOVER,
YOUR LIBRARY CAREER PROGRAM REQUIRES THAT YOU MAINTAIN AN AWARENESS OF BOTH CURRENT
AND FUTURE DEVELOPMENTS IN LIBRARY SCIENCE, AND YOUR ATTENDANCE AT THIS MEETING IS
EVIDENCE OF YOUR ENDORSEMENT OF THAT PROGRAM.

SOME OF YOU ALREADY HAVE HIGHLY COMPUTERIZED LIBRARY SYSTEMS, SOME STILL ONLY
WISH FOR SUCH THINGS, BUT ALL OF YOU ARE AWARE THAT COMPUTERS ARE NOW AN INSEPARABLE
PART OF OUR LIVES, AND THAT THEIR USE IS MORE AND MORE BECOMING A NECESSITY IF
LIBRARIANS ARE TO COPE EFFECTIVELY, WITH THE EVER-GROWING FLOOD OF INFORMATION.
AT ARRADCOM OUR SCIENTISTS AND ENGINEERS USE COMPUTERS AS AN ORDINARY PART OF THEIR
WORK-ENVIRONMENT, AND OUR TECHNICAL LIBRARY HAS BECOME HEAVILY INVOLVED IN COMPUTER-
BASED TECHNOLOGY THROUGH THE FEDERAL LIBRARY INFORMATION NETWORK, AND THE DEFENSE
RDT&E ON-LINE SYSTEM. AND WHILE OUR CIRCULATION SYSTEM HAS BEEN COMPUTER-BASED
SINCE 1958, WE ARE FOLLOWING ADVANCES IN THE STATE-OF-THE-ART, AND WE ARE INVESTIGATING
THE POSSIBILITY OF AN INTEGRATED, AUTOMATED, LIBRARY SYSTEM THAT WILL NETWORK OUR
FIVE ARRADCOM LIBRARIES TO BETTER SERVE OUR SCIENTISTS AND ENGINEERS.

BUT, AS YOU KNOW, COMPUTERS ARE NOT THE SOLE ANSWER TO LIBRARY PROBLEMS AND,
IN FACT, MAY INITIALLY COMPLICATE THE LIBRARY'S OPERATION. IT FOLLOWS THEN THAT
WHATEVER ECONOMICAL AND EFFICIENT MEANS A LIBRARIAN CAN USE, SHOULD BE USED. THE
MEDIUM MAY BE PAPER (BOOKS, REPORTS, JOURNALS, OR CLIPPINGS), MICROFORM (FICHE, ROLLS,
OR CARTRIDGES), COMPUTER DATA-BASES, OR LASER VIDEODISCS; REGARDLESS OF THE MEDIUM
USED, IT IS THE INFORMATION CONTAINED IN THAT MEDIUM THAT IS THE IMPORTANT ELEMENT.

AND NOW A MOST IMPORTANT POINT:
TO KNOW THE INFORMATION NEEDS OF YOUR USERS, YOU MUST BE AWARE OF WHAT'S
GOING ON AT YOUR OWN INSTALLATION, AND WITHIN YOUR OWN COMMAND. YOUR EXPERTISE IN
COLLECTION DEVELOPMENT, AND YOUR JUDGMENT IN WEEDING OUT OBSOLETE MATERIAL CANNOT BE

DONE IN A VACUUM. YOU MUST BE AWARE NOT ONLY OF WHAT YOUR USERS HAVE ASKED FOR

IN THE PAST, BUT WHAT THEIR PRESENT NEEDS ARE, AND WHAT THEIR NEEDS WILL BE IN THE

FUTURE.

MOREOVER, YOU SHOULD NOT BE MERELY A PASSIVE INTERFACE BETWEEN THE INFORMATION

AND THE USER. YOU MUST BE ACTIVE INFORMATION MANAGERS! YOU KNOW WHAT YOU HAVE TO

OFFER; YOU SHOULD KNOW WHAT YOUR USERS NEED; AND YOU MUST KNOW HOW TO MARKET YOUR

PRODUCT.

I WOULD LIKE TO CLOSE MY WELCOMING REMARKS BY READING AN EXCERPT FROM "THE

SONG OF THE LIBRARY STAFF," COMPOSED BY SAM WALTER FOSS, LIBRARIAN AT THE SOMERVILLE

(MASSACHUSETTS) PUBLIC LIBRARY FOR THE ANNUAL MEETING OF THE AMERICAN LIBRARY

ASSOCIATION --- 75 years ago --- IN 1906.

> "SING, O MUSE! OF THE HEAD LIBRARIAN -
>
> SEE HIM, SEE HER, HIS OR HER HEAD,
>
> WEIGHTED WITH THE LORE OF TIME,
>
> TRYING TO EXPEND A DOLLAR
>
> WHEN HE ONLY HAS A DIME;
>
> TAILORING APPROPRIATIONS -
>
> AND HOW DEFTLY HE SUCCEEDS -
>
> FITTING HIS POOR THOUSAND DOLLARS
>
> TO HIS MILLION-DOLLAR NEEDS.
>
> HOW THE GLAD BOOK AGENTS CHEER HIM -
>
> AND HE CANNOT WISH THEM FEWER -
>
> WITH "THEIR GREATEST WORK YET PUBLISHED
>
> SINCE THE DAWN OF LITERATURE."

AND HE KNOWS ANOTHER AGENT

    (CHAMPING, RESTIVE TO BEGIN,

WITH ANOTHER WORK STILL GREATER)

    WILL IMMEDIATELY COME IN.

SO PERFECTION, ON PERFECTION FOLLOWS,

    MORE AND MORE SUBLIME

AND THE LINE KEEPS ON FOREVER,

    DOWN THE AVENUES OF TIME.

SO THEY TRAVEL ON FOREVER,

    STRETCHING FAR BEYOND OUR KEN,

LIFTING DEMIJOHNS OF WISDOM

    TO THE THIRSTY LIPS OF MEN."

Thank you.

APPENDIX B

MARKETING AUDIT FOR LIBRARY SERVICES

W. WIDRICK
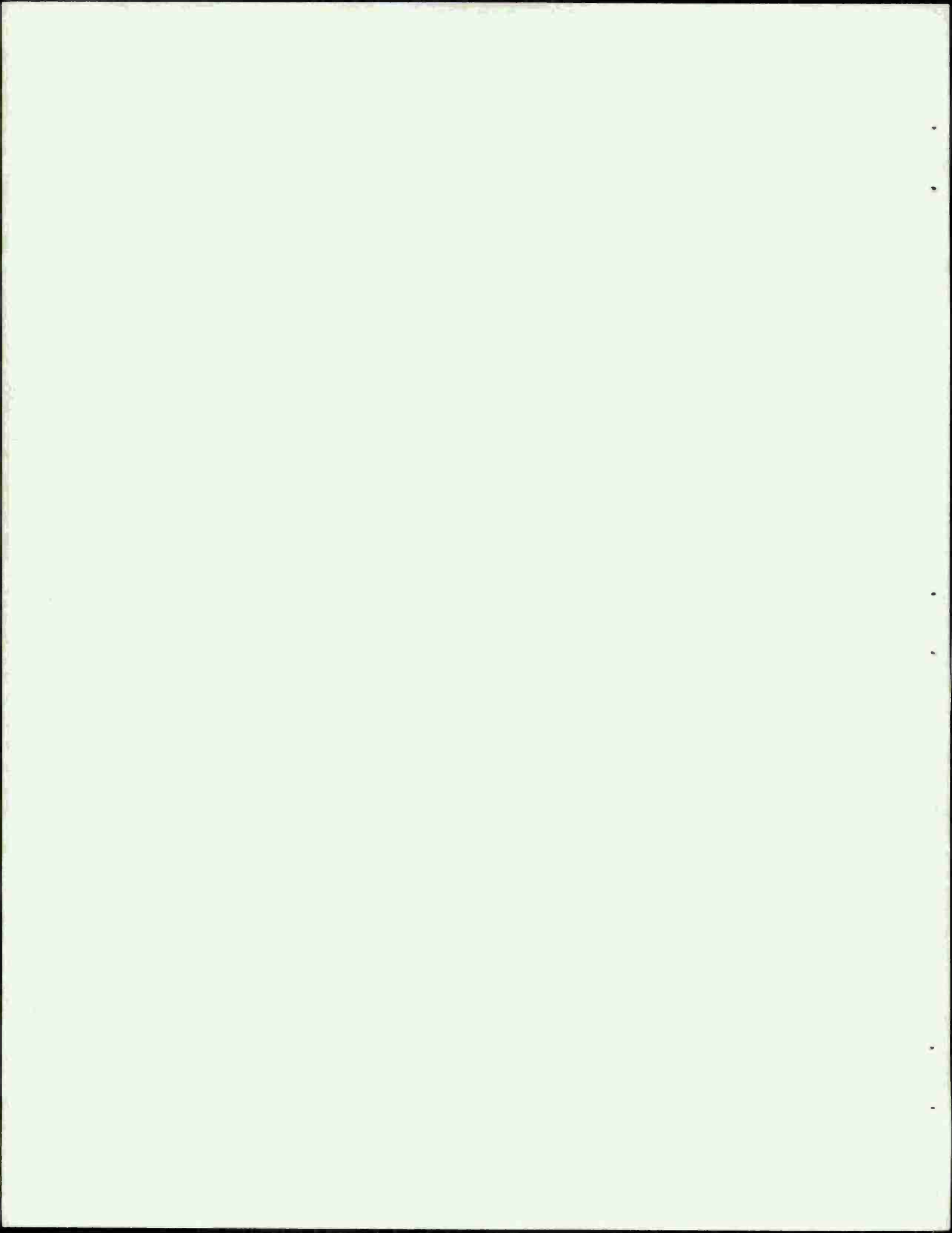
MARKETING AUDIT FOR LIBRARY SERVICES

by

Stanley M. Widrick, Ph.D.
Associate Professor of Marketing
Rochester Institute of Technology
College of Business
Rochester, NY 14623
Phone: 716-475-2287

MARKETING CONCEPT

A CONSUMER'S NEEDS ORIENTATION backed by INTEGRATED

MARKETING aimed at generating CONSUMER SATISFACTION

as the key to SATISFYING ORGANIZATIONAL GOALS

A SYSTEMATIC MARKETING AUDIT

I   Review the Marketing Environment

II   Review the Marketing Systems

III   Review the Marketing Activities

IV   Putting it all together

Step I: REVIEW THE MARKETING ENVIRONMENT OF THE LIBRARY

A. Markets

- Who are the library's major markets or publics?

- Is your market growing, stable, or declining?

- What are the major segments in each market?

- What percentage of your market is unaware of the services you offer?

B. Customers

- How satisfied are patrons with your services?

- How do they make the decision to use your services?

- Who are the heavy users, occasional users, non-users?

C. Competitors

- Who are the major competitors?

- What competitive trends do you foresee?

D. Macroenvironment

- What are the main relevant developments which will affect your library? Demographic, economic, technology, education, government, etc.?

Step II: REVIEW THE MARKETING SYSTEM

A.   Objectives

   ● What are your library's long and short-run objectives?
     How do they contribute to the Army's overall objectives?

   ● Are the marketing objectives spelled out and reasonable?

B.   Action Programs

   ● What is the library's strategy for achieving objectives?

   ● Are sufficient resources (monetary and personnel)
     available?

C.   Implementation

   ● Does your library do annual planning? Is the planning
     procedure responsive?

   ● Does your library implement control procedures (monthly,
     quarterly) to measure progress toward objectives?

   ● Do you know the profitability (costs) of major products
     and/or services?

   ● Does your library have a procedure to routinely measure
     the needs, perceptions, preferences, and satisfaction of
     its constituents?

   ● Are all library employees aware of their role in the
     marketing concept?

Step III: REVIEW THE MARKETING ACTIVITIES

A. Products

   ● What are your main products/services? Generic products?

   ● Should products/services be phased out or added?

   ● How healthy are each product/service individually and
     product mix as a whole?

B. Price (or costs to the customer)

   ● What are the monetary, time, and psychic costs to the
     customer? How can customer cost be lowered?

   ● What services should be available without charge?
     What services should be charged for?
     How price sensitive are those services?

C. Distribution

   ● Are there alternative methods of distributing the product
     or services that would reduce cost or increase customer
     satisfaction?

   ● What service level should be targeted?

D. Promotion (or communications)

   ● How do people find out about your products/services?

   ● How are publicity, personal contact, advertising and
     sales promotion used?

   ● Do library staff regularly get out of the library and
     talk with patrons and prospective patrons?

   ● Is there an agreed upon overall theme for library
     communications?

Step IV: PUTTING IT ALL TOGETHER

Target Market Segments

	Post Command	Technical Specials	General Personnel	Etc.
Needs of Segments	Management and Technical Information	Technical Information	Informational, Educational, Recreational	
Objectives of Library	Increase Support	Encourage and facilitate increased usage of interlibrary loan	Maintain present service level	
Products and Services	• Expand collection • Prepare bibliographies	• Expand collection • Data base searches	• Maintain collection • Teach how to do own searches	
Costs to Segment	• Time • Monetary • Psychic	• Time cost • Psychic	• Time • Psychic	
Distribution	• 24 hour response time • Deliver if appropriate	• 72 hour response time	• As available	
Promotion	• Quarterly meeting with recent transfers	• Special handouts by technical specialty	• Post newsletter	

61

MARKETING OF LIBRARY SERVICES

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Professor Widrick has been in the Graduate Faculty of the College of Business, Rochester Institute of Technology (Rochester, N.Y.) since 1977. He taught previously at the State University of New York at Oswego (1975-1977) and at the Herkimer County Community College (1970-1975). His background also includes two years as a Research Chemist for the Durez Chemical Company in North Tonawanda, N.Y.

In August 1981 he will begin a one year teaching assignment in the Master of Business Administration program for the US Air Force in Europe.

Prof. Widrick has a B.S. in Chemistry from the Clarkson College of Technology (Potsdam, NY), an M.B.A. from the State University of New York at Buffalo and a Ph. D. in Business Administration with a major in Marketing from Syracuse University (Syracuse, N.Y.)
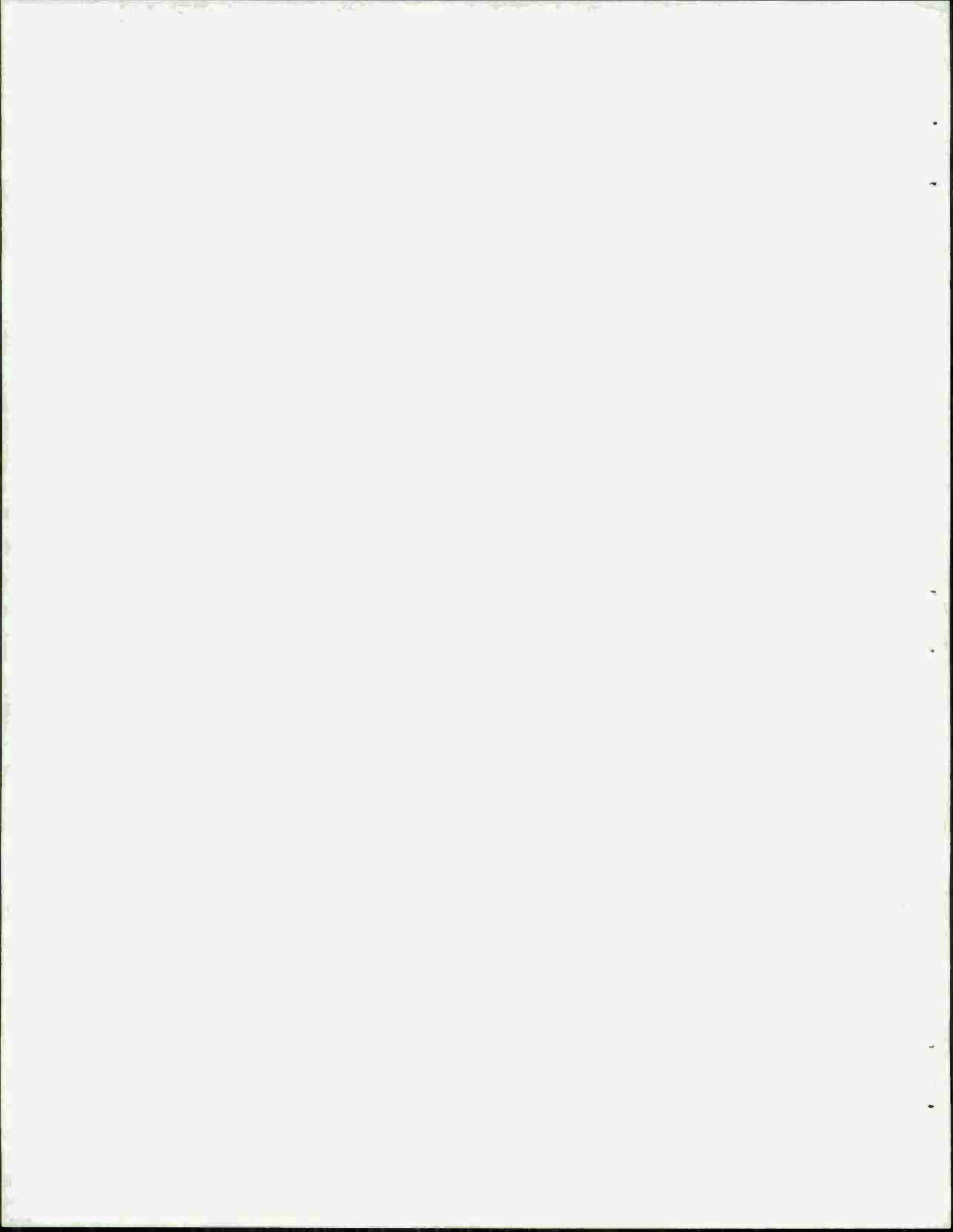
APPENDIX C

SPINNING WHEELS. . .AND SILENT WINGS

M. SCARBOROUGH
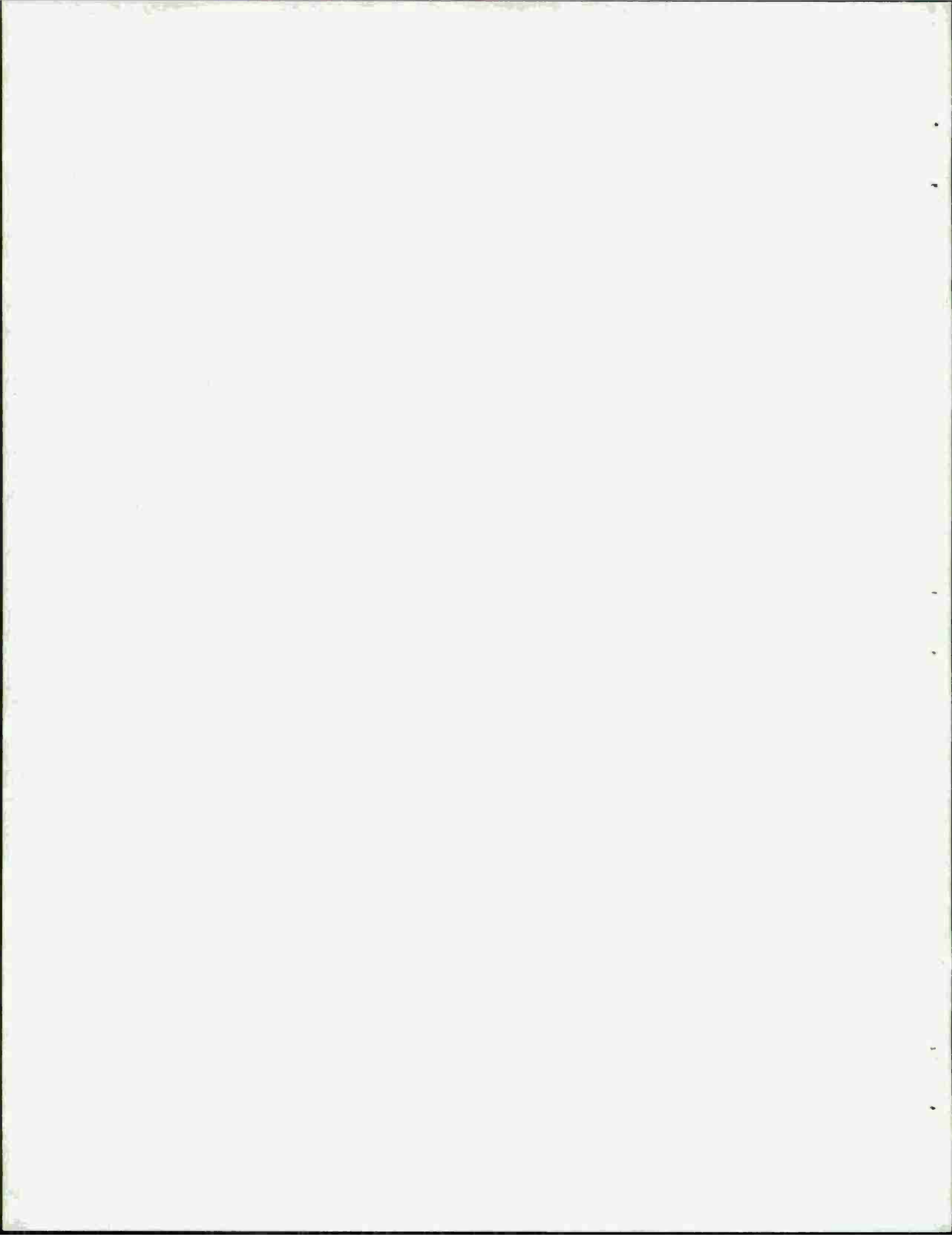
tocks island soaring

inc.

361 WALNUT STREET
NUTLEY, NJ 07110
201/667-9234

INTRO

1. Mayra/aryaM - Motorcyclist
2. Sleeping with My Ancestors
3. Through the Keyhole

EAGLES

4. Picatinny Eagle
5. Thunderbird
6. Just a Piece of Cake

HANDS

7. Downey Hands
8. Praying Hands
9. The Throttle Hand

CROSSES

10. Chicoutami Cross
11. Cranford Crosses
12. Sierra de Christo Rey

MISSIONS

13. Brick Arches
14. Plaza Fountain
15. Bell Wall

sailplane operations:

blairstown, new jersey, airport 201/362-8311

IMMORTALITY

52. Caesar

53. Babe

54. Sands of Time

LIGHTS

55. High Noon

56. Midnight

57. Highlights of Autumn

TRIO

58. Snow God

59. Knowsy

60. Mayra/aryaM - Photographer

* * *

A SUGGESTION - AND INVITATION

Pick your favorite slide - and write a haiku, for possible in-
clusion in the ALI 1981 Proceedings

HAIKU submitted by: _____

Street: _____

City: _____

State: _____ Zip: _____

Telephone: _____

FORWARD/Give to:
Mayra P. Scarborough
301 Walnut Street
Nutley NJ 07110

HAIKU is a three-line, five-seven-five syllable, free verse poem.
It need not be a complete or clear statement, since readers are
supposed to add to the words personal associations and imagery.
Season or month, by name or inference, is almost always included.
Typographical license can allow doubling-up of the second line.

SPINNING WHEELS.....and SILENT WINGS

Exhilaration Highs characterize cycling and soaring

Within the past ten years, Mayra Scarborough has
ridden approximately 75,000 solo motorcycle miles.
As a student/licensed pilot, she has flown about
seventy five hours in sailplanes. Each sport pro-
vides unparalleled peace and beauty; each initiates
adrenaline-charged moments of memorable intensity.

With colored slides, quirky humor, and haiku verse,
the pseudononymous Mayra/aryaM, a librarian who has:
   .Slept alone on a dock at Juneau, Alaska
  ..Been the Impostor of an Angel on To Tell the Truth
 ...Camped with her ancestors in a Massachusetts cemetary
....First soloed a sailplane on her 35th wedding anniversary

will tell the truth - sort of and some of - about

            SPINNING WHEELS.....and SILENT WINGS
            ON THE BYWAYS AND FLYWAYS OF AMERICA

APPENDIX D

INTEGRATED LIBRARY SYSTEM (ILS)
AT ARMY LIBRARY--PENTAGON

R. MULLANE
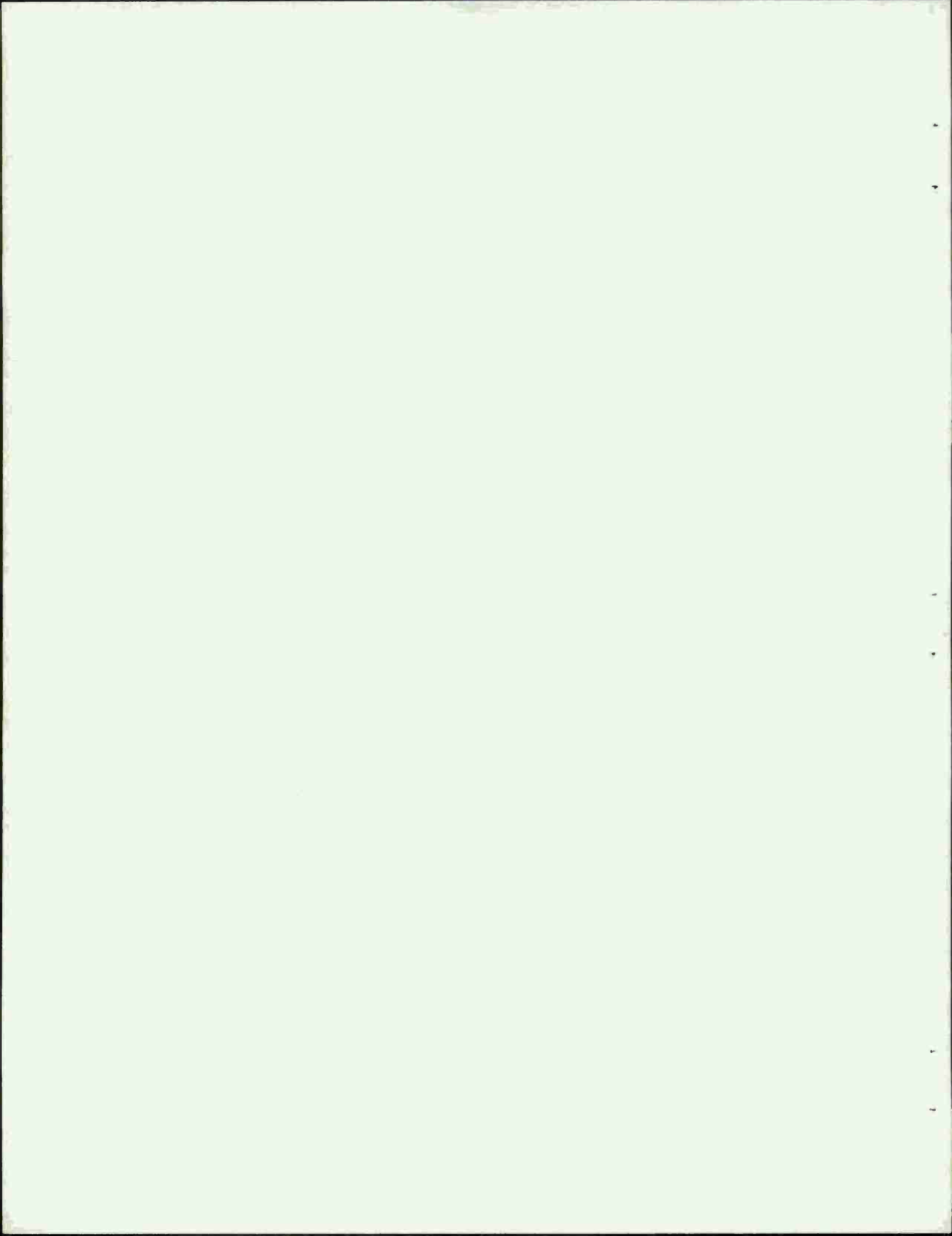
Thank you. I am very happy to be able to present our annual review of the ILS. Whenever I begin to think that I have spent my entire life working with this project, which is often, I stop and recall that it has only been three long years. The first year was marked by enthusiasm and innocence because we did not realize what we had gotten ourselves into; the second year was filled with anticipation and excitment as the equipment was installed, and we were learning to operate the hardware; and this past year, the third, has been one of implement- ation. This was accompanied by a fair degree of frustration so I have taken to consulting Murphys' Law, one of which states: Not until a program has been in production for at least 6 months will the most harmful error be discovered; and the other which is: There is always one more bug.

This project evolved as a result of a collaborative effort between the Lister Hill National Center for Biomedical Communications and the Army Library. Lister Hill is the R&D Branch of the National Library of Medicine.

Although there has been a great deal of activity in library automation in the last two decades, initial efforts were directed towards improving the efficiency of manual procedures. As the community became more mature in both its utili- zation and expectation of the developing technology, interest in an integrated approach expanded. There was considerable activity in the automation of single functions like circulation. The advent of powerful and relatively inexpensive minicomputers and storage capabilities has made the integrated approach a realization.

The Washington Library Network is an example of a successful attempt to apply an integrated approach; however, it employs a large scale computer as do systems such as those found at Northwestern, University of Minnesota, and IBM'S DOBIS, all too costly for a single or small library system environment.

The potential of the integrated approach is no longer debated. The ILS is designed to determine what is the least cost needed to obtain such a capability - to provide cost effective truly integrated systems for small and medium sized libraries. Present systems do not offer this potential at this time.

The objectives of this research include: (1) the integration of files/functions. The ILS contains one master bibliographic file which supports all functions - it is the heart and core of the system. This integration does not necessarily have to be physical because several libraries may share a single computer or a larger system may utilize more than one computer - but there is always a single master file. Gone is the proliferation of files with all of the attendant maintenance and incompatability problems that plagued the early pioneers in library automation. (2) It is minicomputer based, the contention being, it is easier to scale up than down. Large systems cannot easily be scaled down to accommodate the needs of many libraries. The ILS can be as large or as small as required. (3) Transportability. It can be installed on different kinds of hardware. As of this date it can be used with over 20 modules of minicomputers. (4) System Network Access. The ILS can be used to access other systems; i.e., OCLC. (5) Multi-level user interface. There are different types of access for various levels of users. These include the user cordial interface for patrons and cataloger and reference librarian interface capabil- ities.

The significance of the MBF around which all of the satellited subsystems evolve
should be noted. This file contains all MARC compatible bibliographic data
including item activity information; i.e., copy, etc. and status. It is possible
to include non-MARC data such as acquisitions information through the use of
local tags. Since the basic work on the MBF is completed, the development
of additional subsystems such as acquisitions should proceed more rapidly since
all subsystems are driven by the same Master Record.

As of this date, 4 subsystems are operational in the library with a 5th, the
catalog access subsystem available in a test mode. We anticipate its transfer
to the Army Library for operational testing within a few months. The operational
subsystems include: administrative, circulation, bibliographic services and
serials control.

The administrative subsystem helps us to operate the ILS without the assistance
of inhouse data processing personnel. It contains the functions which provide
management control and support initial and ongoing system operations. We
access a range of reports on circulation and data base activities here.

The circulation subsystem was the first part of the ILS to become operational.
In this system, the circulation functions serve as part of a total collection
control module. To facilitate the tracking of materials all items and patrons
are identified to the system by machine readable, intelligent bar-code labels.
In addition to the traditional functions associated with the circulation of
library materials, the ILS offers some unique features including CART and SHELF.

The CART function enables us to track items found on book trucks or other
temporary locations. These trucks are identified by bar-code labels, and books
are checked in to them upon return. Once the books are back on the shelves, the
items are cleared from the book truck by wanding its label, and their status
reverts to "available."

The SHELF function provides for the retention of internal usage statistics
by recording inhouse use. A future enhancement for this function is a battery
operated hand-held device that can be carried throughout the library to count
internal circulation.

The bibliographic services subsystem features the capability of creating and
maintaining the ILS, MBF, authority files, and search indexes. Four of the
activities which I will mention are: (1) Creation of master and authority
files. The ILS supports the MARC format in that the bibliographic file is
structured into the tags, fields and indicators which characterize the MARC
record. Local tags may be used provided they do not conflict with defined MARC
tags. This is accomplished by defining only alpha or alphanumeric local tags.
Additionally, search groups are identified and defined for assistance in develop-
ing and using the online catalog. These specify which tags and subfields are
to be indexed for searching purposes. For example the librarians can specify
that a full subject heading - i.e. a 650 tag could be included in the subject
access, but only the a subfield in the keyword index. Different stop word
lists can apply to different search groups; phrase lists can be developed
to supercede individual stop words which are to be searched when combined
with another word; and synonym lists can be constructed to circumvent some of
the awkward L.C. subject phraseology. (2) MARC tape loading. OCLC tapes,
the major source of our bibliographic data are processed weekly by the library
staff. Selection strategies are created to extract the bibliographic records.

Records are moved from the tape into work spaces where they can be reviewed and edited prior to transfer to the Master Bibliographic file. The option to mass-load large quantities of records directly into the MBF will be available at a later date. (3) Cataloging/Editing. The current method used for cataloging at the Army Library is OCLC. However this is not the only option available. It is possible to enter cataloging directly into the ILS tag-by-tag onto an unformatted screen. This time-consuming approach is appropriate only for brief records. A more sophisticated cataloging module is planned but not yet operational. Editing is accomplished by displaying the MARC record and identifying the tag to be changed. (4) An immediate enhancement to this capability is the OCLC interface which will capture the OCLC cataloging data for the ILS upon input and eliminate the need for tapes. This is in its final stages of development and will be implemented in the Army Library very soon.

The Serials Control Subsystem enables us to check-in and bar-code journals for circulation and generate routing slips. This subsystem still requires considerable developmental effort to include missing-issue tracking, claiming, bindery, and other capabilities needed for total serials control.

Within the next two months, a fifth (and in some way the most exciting) subsystem, catalog Access, will become operational. This will feature the online search functions - the ultimate replacement of the card catalog with an automated catalog. This patron interface with the ILS provides author, title, subject, term, and other exciting online search capabilities. Eventually, this subsystem will be augumented with touch panel terminals to further enhance its appeal and effectiveness.

Regarding the current status of this system: Most of the functions identified on the screens displayed are operational. Those that are not are associated with the use of a small rotary printer which is awaiting some additional modifications before final implementation.

Despite the problems and trials encountered in working with the ILS, our confidence is total and our enthusiasm is undiminished.

We have always tried to be diplomatic when describing the attributes of the ILS, but the more we use it, and the more we see of other systems, the harder this pose becomes. Caution has become increasingly difficult as we are more and more convinced that the ILS offers promise and potential far in excess of our original expectations. We think it has much to offer Army Libraries and urge you to consider it when exploring the adoption of an automated system in your library.

APPENDIX E

REDSTONE SCIENTIFIC INFORMATION CENTER (RSIC)
AUTOMATED SYSTEM
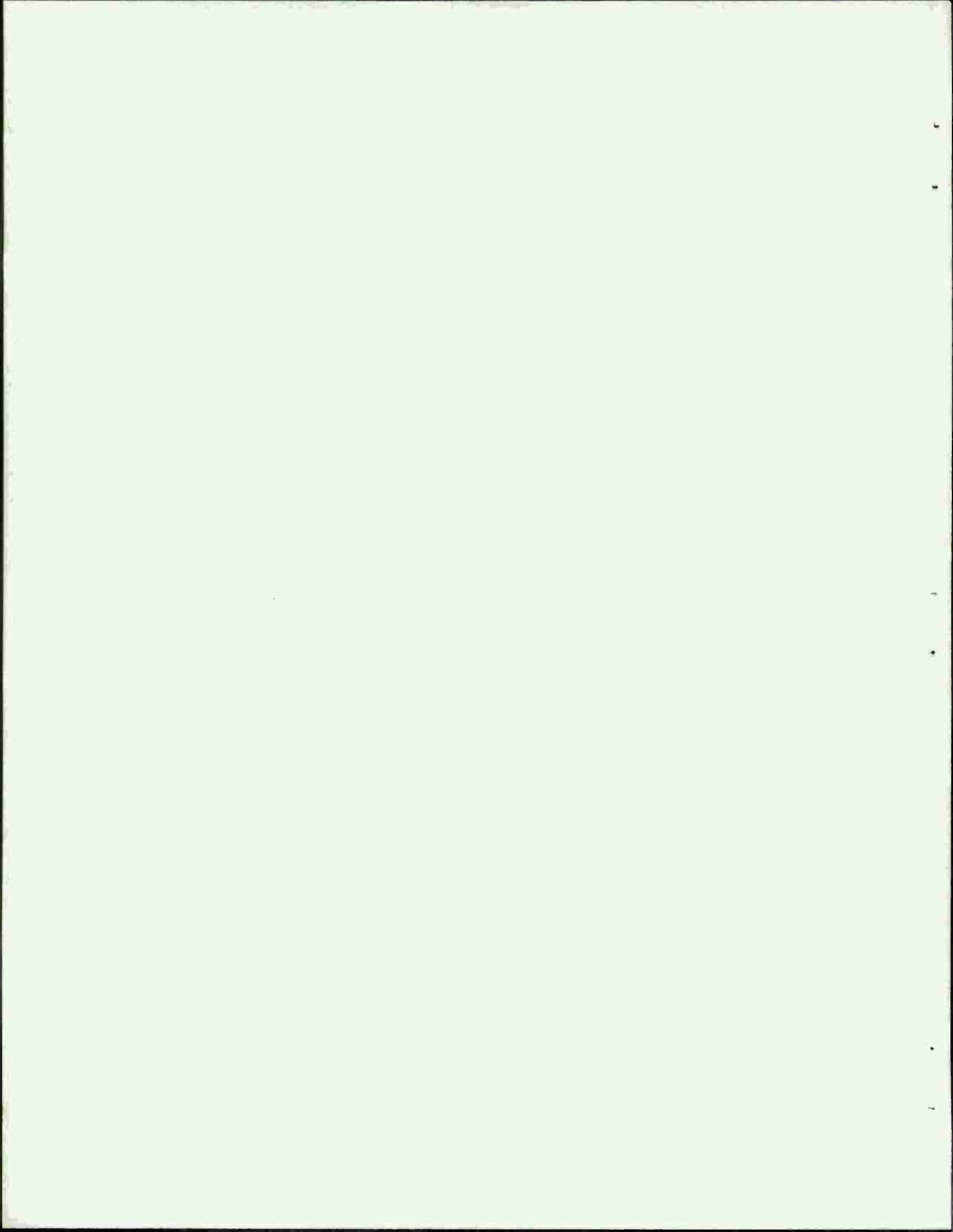
J. COONEY

REDSTONE SCIENTIFIC INFORMATION CENTER AUTOMATED SYSTEM
Jane Bentley Cooney

Redstone Scientific Information Center was formed in 1961 as a result of the findings of a group of independent consultants, all directors of large university libraries. Its mission and support are shared by two major agencies, the Department of Defense through the Army Missile Command and the National Aeronautics and Space Administration through the Marshall Space Flight Center, both located at Redstone Arsenal, Alabama. RSIC serves not only the Marshall Center and Missile Command employees, but also those of their local contractors and of other local military installations such as the Ballistic Missile Defense Command, the Huntsville Division of the Corps of Engineers, and Army Missile and Munitions Center and School.

The Center's collection currently includes approximately 260,000 book and journal volumes, 3300 serial titles (4000 subscriptions), and over 1.4 million reports on research and development in missile and aerospace technology. There are now about 6000 registered patrons, served by a library staff of 18 professional librarians, 12 library technicians, and 13-20 part-time student workers. From the ratio of clients to staff it is obvious that the automated system, first envisioned as a means of alleviating clerical burdens of librarians and of enhancing and expanding services, has actually become a necessity.

Development of computer library applications at RSIC began in 1962 with the project ALPHA-1 (Automated Literature Processing, Handling and Analysis - First Generation) a batched serial processing system utilizing second generation computer hardware. ALPHA-1 was designed to automate the functional service, processing, and management aspects of library operations, with primary emphasis on the last two because of their greater manpower requirements. Included in the system were patron (user) control, book ordering and receiving, cataloging, circulation, periodicals handling (including ordering and receiving, holdings records, binding, routing and claiming), language (subject heading) control and statistical records. Programming and implementation were completed in 1965 and ALPHA-1 operated more or less successfully until supplanted by the present on-line system which is an extension and refinement begun in 1966.

Initial systems design included both scientific and technical reports and open literature (books and journals); however the development of national networks such as those of the Defense Technical Information Center and NASA's RECON for handling the reports and commercial data bases for retrospective search of the journal literature enabled us to concentrate on the areas where no outside re-sources were available and which were work-intensive for our staff. The current system is an on-line man-machine interactive design where book and journal ac-quisition, cataloging, circulation, claiming, language and patron control are treated as an integrated whole, with all subsystems and functions mutually interfaced to allow automatic and continuous interchange of data. It is pro-grammed in COBOL for the Univac 1182 teleprocessing computer complex of Marshall Space Flight Center and utilizes over 200 million characters of direct access storage. Seven UNIVAC UTS 400 remote terminals, located throughout RSIC, con-nect the user-librarians with the computer complex located in a nearby building.

On-line remote terminal inquiries and file updates account for most of the systems activity, but practical daily operations necessitate certain printouts for ready reference in addition to the many printed products of the various subsystems. Activity is generally divided among the following functional areas and master files: patrons, books, language (subject headings), serials, and statistics. Each will be described individually.

Patrons - The patron subsystem contains, in machine readable form, all the information about the patron required by the librarians or by the other automated subsystems. This includes his name, social security number, address, phone number, security status, journal routing requirements, and special comments. The comment field, incidentially, is common to most of the data files and allows space for the unstructured information which makes it unsuitable for mandatory inclusion in a record, but is still necessary for smooth library operations.

In addition to providing the master patron record which also interacts with other master files throughout the system, this subsystem automatically generates revalidation notices when address or other patron data are changed, notifies contractor patrons prior to expiration of their current contracts (and incidentially their library priviledges), and collects statistical data.

Books - The book master record is established at ordering time. From this initial on-line input an order is printed and the outstanding order file is updated. Weekly cumulative printouts in title sequence are utilized throughout RSIC to determine order status when on-line access is impractical. The machine file also provides required follow-up and cancellation notices to vendors, status reports, and financial compilations of current and cumulative expenditures with each vendor.

When materials are received, the order file is updated to reflect date received and actual cost. For those items added to the RSIC collection, the catalogers expand the bibliographic portion to provide the book master records which form the basis for the circulation subsystem, COM-generated fiche catalogs, new accessions lists, and retrospective searching.

The book circulation subsystem controls and maintains data regarding location and status of each copy of all the items included in the book master file. Circulation, renewals, recalls, lost and found items, and overdues are processed from the remote terminal located at the main circulation desk. On-line displays of current status of book copies, as well as bi-weekly printouts, are available in several locations throughout RSIC and its branches. These are arranged by patron name and by the call number of the book.

Language - The language master file, or thesaurus, is a relatively small file, consisting of some 25,000 terms and 7700 cross-references, but in an automated catalog system it is much more than a list of subject headings. Based on Library of Congress subject headings, it not only records the terms used in describing materials in the collection, but is the key to updating and revising those terms throughout the book master file. Once it is determined that a term is to be changed, a single transaction changes every item on the file from the old to the new term. It also provides the means for retrospective search. Printing multiple copies of the thesaurus provides ready access for reference librarians and users. Programs are provided for extracting all cross-references for incorporation into the subject and author fiche catalogs.

82

<u>Serials</u> - The serials subsystem maintains and controls the ordering and renewal, receiving, claiming, routing, holdings records, and binding data for each of RSIC's 4000 subscriptions. This one file contains all machine records for a particular title. It produces review lists for renewal and binding consideration, prints subscription orders, records receiving data, and prints claims. Holdings records are utilized to publish a periodicals catalog distributed to patrons and to other libraries. In conjunction with the patron file, the system prints journal routers. Statistical data is accumulated and tabulated.

<u>Statistics</u> - One of the advantages of an automated system is the flexibility and ease of compiling financial and statistical summaries from the whole system. A simple inquiry will produce summaries as required and they can be accumulated over a period of time to form variations of reports which might be required or beneficial for management decisions and control. Regularly recorded statisics include language, patron, and circulation activity; inventory; routing; and accounting data.

It seems quite unlikely that any of our actual programs would be applicable in other library and computer environments, particularly in this era of mini-computers, networks, and off-the-shelf software. However, the basic system design has proved to be valid and we have a great deal of valuable experience. Our data bases are all built and refined through years of use. We also have an operating system which allows us to manage our workload with existing resources and we feel that annual computer charges are more than offset by reduced labor costs. We are looking forward to increased benefits from further network participation and eventual interface with overall library systems and programs.

REDSTONE SCIENTIFIC INFORMATION CENTER
AUTOMATED SYSTEMS

CIRCULATION
OUTSTANDING ORDERS
STATISTICS
PERIODICALS CATALOG
BOOK CATALOG (COM)
BIBLIOGRAPHIC CITATIONS
PERIODICAL ROUTERS
BINDING SCHEDULES
RENEWAL LISTS
PERIODICAL ORDERS
THESAURUS

PRINTED REPORTS

CIRCULATION & PATRON ACTIVITY

MASTER STATION

DTIC FICHE
NASA FICHE

SERIALS ACTIVITY

LOCAL AUTOMATED SYSTEM

SERVES
6000 PATRONS

FROM HOLDINGS OF —
1.4 MILLION TECHNICAL REPORTS
3300 JOURNAL TITLES
260,000 OPEN LITERATURE VOLUMES

NASA QUERIES

BOOK ORDERING ACTIVITY

BOOK MASTER FILE ACTIVITY

DTIC QUERIES

LANGUAGE CONTROL

UPDATED ON-LINE MASTER FILES

PATRONS
BOOKS
SERIALS
LANGUAGE
STATISTICS

APPENDIX F

TRADOC REGULATION 1-2

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
Fort Monroe, Virginia 23651

TRADOC Regulation
No 1-2

9 January 1981

Administration
TRADOC LIBRARY SYSTEM

Supplementation of this regulation is permitted if required. Copies of each supplement will be furnished this headquarters, ATTN: ATPL—AOL.

CHAPTER 1

POLICY AND RESPONSIBILITIES

Section I. GENERAL

1-1. Purpose. This regulation prescribes policies, standards, and procedures and provides guidance for the TRADOC Library System.

1-2. Scope. The TRADOC Library System is designed to unify all TRADOC library and information centers into one commandwide, full service information system, using the latest technology available and, by means of more efficient and effective management, eliminate unnecessary duplication of resources. This system will provide access by each member of TRADOC to the total information holdings, to include the institutional memory, of the command. This regulation applies to all libraries, library systems, information centers, and library programs within TRADOC. Specifically included are Morale Support Libraries, School/Academic Libraries, Technical Libraries and Information Centers. Specifically excluded are all Field Law Libraries.

1-3. Objectives. The objectives of the TRADOC Library System are to--

a. Establish the framework for the organization of all TRADOC libraries into an integrated library system providing the level and degree of information service required by all elements of the command.

b. Insure that the latest information science and library techniques and technology are available to TRADOC libraries and their patrons through the TRADOC Library and Information Network (TRALINET). Fundamental to the TRALINET concept is the optimum use of the latest technology, to include ADPE, micrographics, word processing, and telecommunications.

c. Insure that the best possible library service is provided to all echelons of TRADOC through the most cost effective means.

Section II. RESPONSIBILITIES AND POLICIES

1-4. Headquarters, TRADOC. The Deputy Chief of Staff for Personnel, Administration and Logistics, HQ TRADOC--

a. Coordinates the overall implementation of the TRADOC Library System, including staff supervision and policy guidance.

b. Provides management and operational direction for TRALINET.

c. Administers the TRADOC Professional Librarian Career Program, to include the Librarian Intern Program.

d. Exercises staff supervision for resource management for all TRADOC libraries.

1-5. <u>Installation and separate activity commanders</u>.

a.   Organize and operate their libraries along guidelines provided in this regulation.

b.   Participate in TRALINET to insure sharing of services and cost effective application of resources.

c.   Evaluate resources and services to insure adequate responsiveness to community information needs.

1-6. <u>Commander, Combined Arms Center</u>.   The USACAC establishes and operates the TRALINET Documents Center for classified/unclassified documents resource management for the TRADOC community.   This document center will be collocated with the Combined Arms Research Library (CARL).

1-7. <u>Local Library System Director</u>.

a.   Supervises the implementation of the activity or installation portion of the TRADOC Library System.

b.   Formulates and develops policies, plans, and procedures; organizes and administers the system; selects, assigns, trains, and supervises the staff; selects for acquisition a wide variety of printed and other library materials; and maintains property accountability.

c.   Serves as Activity or Installation Librarian Career Program Manager (ACPM).

1-8. <u>Policies</u>.   General policies are summarized below.   Specific TRALINET policies are stated in chapter 3.

a.   All TRADOC libraries and information centers will participate in TRALINET.

b.   New libraries will not be established without TRADOC approval, through the TRADOC Library Office.   (See para 3g, AR 735-17, for the procedure to establish a library property account number.   A library, for the purposes of this regulation, is defined in para 3a, AR 735-17.) Library support for Army Education Center programs will be provided by the local installation library system, as a part of that system.

c.   Desk and office collections, to include periodical subscriptions provided to individual offices, are discouraged, except where essential to the performance of the mission.   Mini-libraries (i.e., small libraries formed by an activity to house oversized office collections, and which are run by a library technician or clerk without professional librarian supervision) should not be created.

d.   IAW the provisions of Civil Service Handbook X-118, a professional librarian, who meets the qualifications outlined for the GS-1410 librarian series, will be assigned as chief of a library system, library information center, library technical processing center, or library network center.

    e. Censorship is prohibited (para 6-4, AR 210-10).

    f. The operations of all libraries and library service elements on a single TRADOC installation should be consolidated, at least administratively, to the maximum extent possible. As a minimum, technical processing functions will be consolidated (para 3-4b).

CHAPTER 2

LIBRARY SYSTEM ORGANIZATION AND ADMINISTRATION

_____

Section I. ORGANIZATION

2-1. TRADOC Library Office. This office, under the Director, TRADOC Library
System, provides overall system guidance for all TRADOC activities, as well as
management of TRALINET, the HQ TRADOC Technical Library, and the Librarian Career
Program, to include the Librarian Intern Program. The office also provides the
necessary interface with DA, other MACOM, DOD, Federal and civilian agencies.

2-2. TRALINET Systems Center.   This center, a part of the TRADOC Library
Office, serves as the central facility through which day-to-day control of the
network is exercised; library technical and information services are provided;
common standards and quality control are assured; and necessary systems exper-
tise, automated data processing hardware and software and telecommunications
support are provided. The center also provides for planning, developing,
testing, and revising all network service modules.

2-3. TRALINET Documents Center. This center implements and coordinates the
Documents Module (DOCMOD) of TRALINET (Appendix G). The center will receive,
catalog, store, develop and maintain appropriate access tools, to include a
documents data base, for the Command's document collections not qualified for
submission to the Defense Technical Information Center (DTIC) data base and
document storage and retrieval system. The center also coordinates and develops
standardized local automated document indexing, storage, retrieval and downgrad-
ing systems for document collections residing in TRADOC libraries.

2-4. Auxiliary or Regional Network Centers. These are centers established to
perform a particular technical service function (i.e., cataloging, documents
control, material acquisitions). Establishment and support of auxiliary or
regional network centers will be on an as required basis, as determined by the
TRADOC Library Office.

2-5. Local Library System. This is the configuration of a library system with
all of the related elements, in one administrative unit, under the unified
direction of a Professional Librarian (GS 1410 series). Also included are TRADOC
libraries organic to and serving a TRADOC activity that is a tenant on a non-
TRADOC installation. The library system should consist of a combination of the
following:

        a. Administrative section.

        b. Public services area.

        c. Reference services area.

        d. Technical services area.

e. Documents and/or administrative publications area.

f. Library branches.

g. Extension services.

See figure 2-1 for a schematic of the organization of the TRADOC Library System.

Section II. ADMINISTRATION

2-6. Librarian Career Program.

a. The Director, TRADOC Library System, is designated as the TRADOC Librarian Career Program Manager.

b. The Librarian Career Program is governed by the provisions of CPR 950—1, CPR 950—21, and TRADOC Reg 690-2. Requests for librarian referral lists from DA will be processed through the TRADOC Librarian Career Program Manager (original and one copy), ATTN: ATPL-AOL.

c. The TRADOC Librarian Career Program Manager is responsible for the recruitment, training and ultimate assignment of Librarian Career Interns (CPR 950-1, CPR 950-21, TRADOC Reg 690-3, and TRADOC Pam 690-1).

2-7. Staffing.

a. Staffing of library systems and information centers will be IAW the appropriate organizational staffing guide (DA Pamphlet 570 series). Paragraph 2-4, AR 28-1, provides general guidelines for factors to be considered in staffing. In addition, as appropriate, other factors must be considered such as: The presence of an AG publications type collection (with requirement for processing frequent changes); location of a classified area in the library; requirement to operate and maintain a learning resource center within the library; and presence of ADPE on-line searching capability, with attendant special knowledge and time requirements for hierarchical searches.

b. When a library or information center is open to serve the public, it should always be staffed with at least one professional librarian or qualified library technician, as a minimum.

c. For use of volunteers see guidance provided in section VI, AR 28—1.

2-8. Resource management.

a. Budgeting. A Schedule 71 for each library is included in the Installation's Command Operating Budget (COB). The schedule outlines the total resource requirements necessary to support the installation's libraries. These schedules will be reviewed, validated, and consolidated to determine the total TRADOC Library requirements.

b. Funding.

(1) The TRADOC Library Office will fund the costs for access to network service (i.e., ADP hardware and software, telecommunications, and database services). Local library systems will be primarily responsible for funding actual search costs on commercial data bases (i.e., DIALOG, BRS, SDC, etc).

(2) Installation funding of local library systems will be adequate to provide the services and resources described in this regulation. Appropriate funding is also necessary in order to allow for training and updating of local library system personnel in the state of the art, and especially in TRALINET services and techniques.

2-9. Authorized patrons.

a. The full services of TRADOC library systems, to include borrowing privileges, should be made available, on a normal basis, to: All US Military (to include reservists, national guardsmen, and retired military); properly accredited allied military (with appropriate consideration for security, etc.); dependents of active duty military, retired military, properly accredited allied military and those of reservists and national guardsmen, when on active duty in excess of 72 consecutive hours; and DOD civilians.

b. Other personnel may use the materials and facilities within the library, subject to noninterference with normally authorized patrons and priorities imposed by the local commander.

c. Inter-library loan requests from outside agencies should be honored wherever possible, to include those from nongovernment requestors. Appropriate security regulations will apply.

2-10. The Army Functional Files System (TAFFS). TAFFS will not be applied to reference material and books in formally organized and officially designated libraries. Normal office files in libraries are subject to TAFFS as are library supply files in the 1428 file number series.

KEY:
— DENOTES OPERATIONAL LINE OF AUTHORITY
-- DENOTES STAFF SUPERVISION, TO INCLUDE CAREER PROGRAM GUIDANCE
······ DENOTES LINE OF NETWORK SERVICE
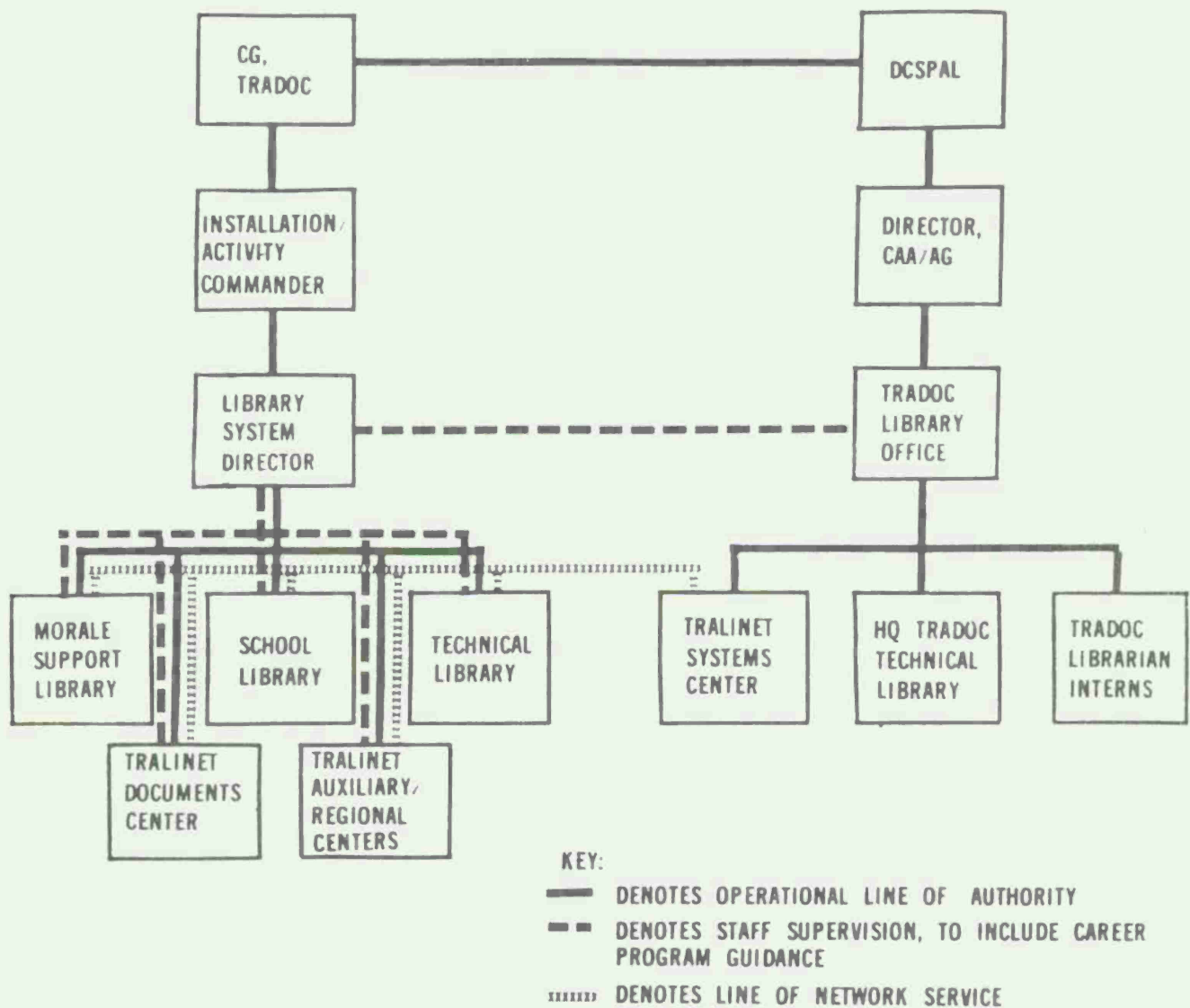
FIGURE 2-1. SCHEMATIC OF ORGANIZATION OF THE TRADOC LIBRARY SYSTEM

CHAPTER 3

TRADOC LIBRARY AND INFORMATION NETWORK (TRALINET)

Section I.   NETWORK OBJECTIVES AND ORGANIZATION

3-1. Network objectives. TRALINET provides the means to unify the TRADOC Library System into one commandwide full service information network utilizing the latest technology available. The following will be accomplished through its facilities and services:

   a.   By means of more efficient and effective management, eliminate unnecessary duplication of expensive resources and reduce the effects of inflation.

   b.   Realign already severely reduced manpower resources from present labor intensive activities (administration and technical processing) to a predominately public services orientation (reference and information retrieval).

   c.   Provide, in the most economic manner possible, each member of the TRADOC community access to the total information holdings of the command and upgrade the information support available to the TRADOC community.

   d.   Establish standards for all TRADOC libraries and assure that these are also compatible with those developed by DA, DOD, other Federal and civilian organizations.

3-2. Network organization. Within the overall framework of the TRADOC Library System, TRALINET consists of the following organizational components:

   a.   TRADOC Library Office.

   b.   TRALINET Systems Center and Network.

   c.   TRALINET Documents Center.

   d.   Auxiliary or Regional Network Centers.

   e.   Local Library Systems.

 Section II.   DESCRIPTION OF NETWORK SERVICES, POLICIES AND RESPONSIBILITIES

3-3. Description of network services.   TRALINET will provide the following services.

   a.   Technical services.

   (1)   Shared cataloging module (appendix A).

   (2)   Acquisitions module (appendix B).

   (3)   Circulation/inventory control module (appendix C).

   b.   Information Services.

   (1)   Defense Technical Information Center (DTIC) Module (appendix D).

   (2)   Data base services module (appendix E).

   (3)   TRADOC Library Periodicals Union List of Serials (LIPULS) Module (appendix F).

   (4)   Documents Module (appendix G).

   c.   Other services. The network will provide TRADOC libraries with other resource management tools and services (i.e., resource directories, a career management data base, indexing services, publicity packages) as required.

3-4. TRALINET policies and responsibilities.

   a.   All TRADOC library systems will conform to network internal operational policies and established standards.

   b.   Routine library operations should be standardized (cataloging, ADP, etc.) to the maximum, taking always into consideration the needs of the ultimate information user. As a minimum, technical processing functions (i.e., ordering, cataloging, processing, and maintaining accountability registers for library materials) on all TRADOC installations must be consolidated, either physically or by designating one library to perform these functions for all installation libraries, in order for networking to be implemented. Additional economy and efficiency could be obtained through consolidation of administrative functions as well. Figure 3-1 shows two possible installation configuration models for consolidation of both technical and administrative functions.

   c.   To avoid duplication of effort and insure compatibility, all locally generated library automation efforts will require approval by the TRADOC Library Office, prior to implementation. Installation level contracts for services or operations which fall within the purview of TRALINET will also require TRADOC Library Office approval. This approval is in addition to all other approvals presently required within TRADOC.

   d.   The TRADOC Library Office will establish standards for all TRALINET generated data bases.

   e.   The TRADOC Library Office will be responsible for developing, administering, compiling, and distributing user surveys and management reports for TRADOC libraries and information centers, as required.

   f.   The TRADOC Library Office will assume responsibility for developing and providing to participating TRADOC library systems, documentation and operating procedure manuals for network services.

   g.   An advisory group, composed of representatives from TRADOC library systems, will recommend changes to and/or new policies, procedures and programs concerning TRALINET to the Director, TRADOC Library System.

12

INSTALLATION MODEL I   INSTALLATION MODEL II
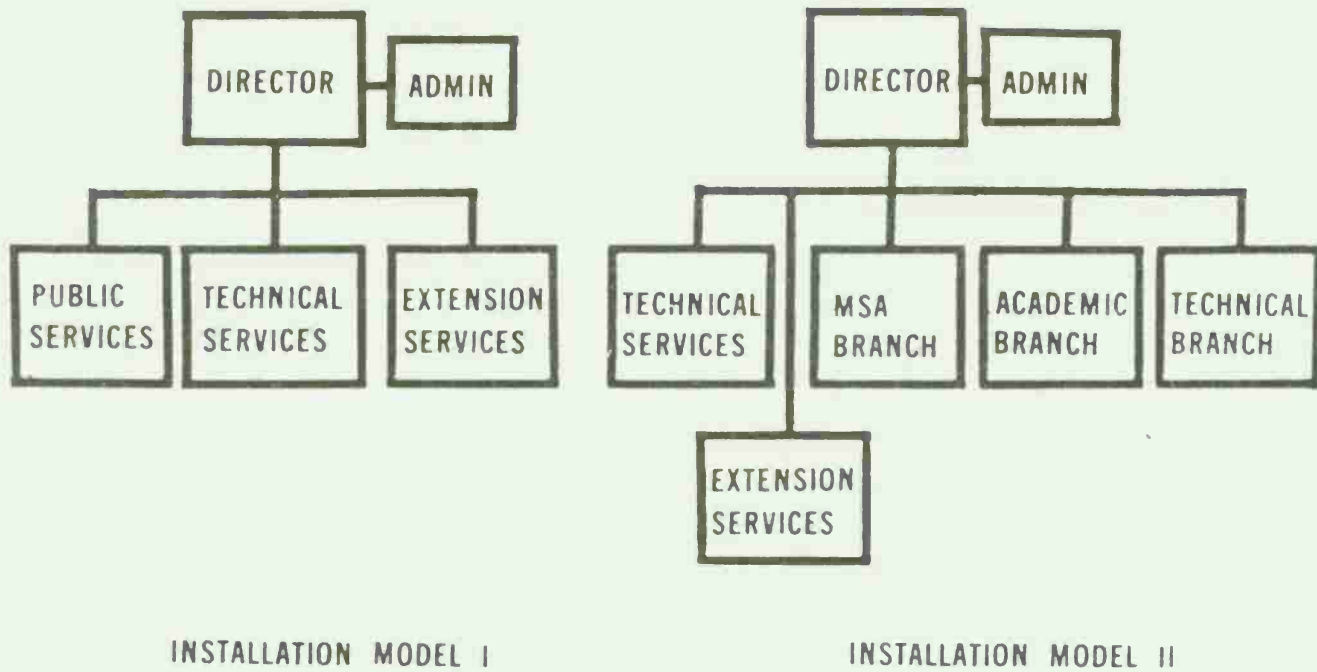
FIGURE 3-1. INSTALLATION CONFIGURATION MODELS

CHAPTER 4

LIBRARY SYSTEM OPERATIONS

Section I.   BASIC OPERATIONAL GUIDELINES

4-1. General library operation. AR 28-1, chapter 7, and DA Pam 28-30 provide appropriate general guidelines which are adaptable to the operation of all TRADOC libraries. Where questions arise, or contradictions exist, specific guidance should be requested from the TRADOC Library Office.

4-2. Library committees. A library committee, including the library director as a nonvoting member, may be established at service schools to provide for proper coordination between the library and all departments of the school. The committee is not intended to usurp the management prerogatives of the library director and will be advisory and supportive only.

Section II.   EQUIPMENT AND FACILITIES

4-3. Equipment and material authorization and accountability.

   a.   Common Table of Allowances (CTA) 50-909, chapter 23, may be used as an authorization document for library systems under the provision of AR 310-34.

   b.   Guidance for the acquisition of equipment through the use of non-appropriated funds is contained in AR 28-1, AR 230-1, and DA Pamphlet 27-154.

   c.   AR 108-2 governs the acquiring and use of audiovisual equipment and material. Morale Support Libraries are exempt from certain of its provisions (para 4-16, AR 28-1).

   d.   Micrographics:

   (1)   The use and acquiring of any type of microform equipment is governed by AR 340-22. Each installation has appointed a Micrographics Management Officer (usually in conjunction with records management) who will assist in this area. Acquisition of micrographic equipment requires the inclusion of a previously DA assigned MICRODIS control number on the request.

   (2)   "Traditional" library materials on microform (i.e. periodicals, maga-zines, journals, newspapers, books, pamphlets, reports and film strips) are exempt from MICRODIS approval (AR 340-22) requirements except as discussed below. These items may be obtained without MICRODIS approval, in accordance with other guidance and procedures provided for in AR and related directives governing the acquisition of library materials.

(3)   Because of their cost, the acquisition of microform materials such as military specifications and standards, Federal specifications and regulations, Federal personnel manuals, GSA catalogs, vendor catalogs, etc., which are normally available from commercial sources, will require approval by the Director, TRADOC Library System. This approval action is to preclude unnecessary duplication of costs where such material may already be readily available for the proposed user. Requests for approval, with justification, should be submitted through channels to HQ TRADOC, in letter form, ATTN: ATPL—AOL. Such requests will indicate if the requested material is already available on the installation.

e.   Nonappropriated fund accountability is governed by AR 230-1. Account-ability of supplies and equipment, other than books and other collection items, purchased from appropriated funds, is governed by AR 735-5, AR 735-11, and AR 710-2.

f.   Accountability for library books is governed by AR 735-17:

(1)   Inventories of library books by individual title are not required.

(2)   Because of the nature of the type services provided by a library, a certain loss in library books will occur. Paragraph 10a, AR 735-17, contains guidance on reasonable losses of library books. Detection systems are authorized and encouraged to prevent losses, when determined to be cost effective.

(3)   The use of legitimate collection procedures for the replacement of lost or damaged library materials, as provided for in AR 735-11 (i.e., reports of survey, etc), should be weighed against such factors as the cost effectiveness of such an action and the particular circumstances surrounding the loss (e.g., gross negligence involved; suspected fraud for purposes of resell of unique and valuable library material).

4-4. Facilities.

a.   The physical facilities of the library should provide adequate space for operating requirements.   The necessity for attractive and comfortable learning, recreational and study situations, including facilities for all types of services and equipment which will encourage flexibility and maximum utiliza-tion, must be recognized. The internal lay-out of public service areas should provide for adequate service and supervision.   The internal arrangement of service and work areas will be planned with consideration of workflow patterns and space utilization. Maximum use should be made of the specially designed commercial type equipment and supplies required for the organization, preserva-tion, and use of library materials and for efficient library management.

b.   The nature and physical security requirements of a library require that it have dedicated space assigned for its use. Non-library related offices and groups (e.g., Faculty Development Office, other Morale Support Offices, EEO Office, typing pool, etc.) should not be housed within a library facility unless they are physically separated by a wall, or adequate security is available, and neither activity is located within the other, or interferes with the other's operation in any way. Learning Resource Centers are considered library related activities.

c. Telecommunications and Automated Data Processing Equipment (ADPE).

(1) Appropriate telephone services are essential for the conduct of library/information activities. Class A and AUTOVON telephone service should be provided, as a minimum, in the following areas: Main Library, each branch library, Technical Processing Branch, and the library director's office.

(2) ADPE is authorized if it is compatible with network standards and meets all requirements of AR 18-1 (para 3-4c).

(3) Appropriate telecommunication circuits and lines will be provided, as required, to support ADPE installations within the library.

Section III. RESOURCES AND COLLECTION DEVELOPMENT

4-5. Collection development.

a. Each library should have a rich, varied, authoritative, and current collection of communication media. Such communication media may include books, periodicals and serial publications, documents, military publications, pamphlets, reports, maps, clippings, slides, cassettes, recordings, TV, microfilms and other microforms, etc. While academic and technical libraries should give priority to those materials that meet direct curricular needs and assist the professional growth and development of staff, faculty, and students, materials in all pertinent fields of knowledge should be selected which might arouse intellectual curiosity, help to develop critical thinking and cultural appreciation, or stimulate the use of the resources for continuing education. Printed, manuscript, and historical materials pertinent to the specialized concern of a school, arm or service, should be collected by the pertinent library for research and reference. All library collections will be organized for use according to recognized library standards (i.e., Library of Congress or Dewey Decimal).

b. AR 28-1, paragraph 7-6b, provides additional guidance in collection development.

4-6. Subscriptions. Subscriptions to periodicals are considered a fundamental service that is always provided to library patrons. Because of the peculiarities involved in the acquisition of this type material, as well as the long lead time involved, the obligation of current FY funds is specifically authorized for subscriptions that do not begin (includes renewals) until the following FY. This also includes multiple year subscriptions.

4-7. Acquisitions. Multiple-year subscriptions, coupons, deposit accounts, blanket purchase agreement, imprest funds, basic ordering agreements, and advance payments are all legitimate avenues for acquisition of library materials. These are provided for by the Defense Acquisition Regulation (DAR) and further amplified in DA Pam 28-30, chapter 6. Where the DAR allows, the librarian should be appointed as an ordering officer.

4-8. Selection. Selection of library materials is the responsibility of the librarian. Librarians should actively solicit suggestions from their supported clientele but the final responsibility rests with the librarian, based on the principles of developing a balanced library collection, policy established by the local Commander or activity director and guidance contained above.

APPENDIX A

TRALINET SHARED CATALOGING MODULE

A-1. Purpose. The network provides TRADOC libraries access to major biblio-
graphic/cataloging data base services through the Federal Library and Informa-
tion Network (FEDLINK) or similar agency.

A-2. Operating procedures and responsibilities.

     a. All cataloging performed commandwide will have a machine-readable
record in conformance with nationally recognized cataloging standards (i.e.,
AACR2, ISBD, MARC).

     b. The TRALINET Systems Center is responsible for the development of
standards, catalog profiles, performance of actual on-line cataloging input into
appropriate data bases, development and maintenance of all TRALINET biblio-
graphic data bases, processing of all machine-readable products generated from
such a data base, such as COM catalogs, and acquisition of related data
processing and telecommunications used for cataloging purposes.

     c. TRADOC libraries and information centers are responsible for providing
in-put, as required by the Systems Center, to allow the center to create the
appropriate machine-readable record for pertinent data bases and to insure that
every item to be cataloged into their collection has been captured in the data
base.

APPENDIX B

TRALINET ACQUISITIONS MODULE

B-1. Purpose. The network provides TRADOC libraries with computer-assisted acquisition mechanisms for library materials; commandwide contracts; related financial and management reporting systems; and use of features such as continuation plans, "core lists", etc., for such materials.

B-2. Operating procedures and responsibilities.

a. When the acquisitions module is fully established, the majority of library materials purchased for TRADOC libraries will be purchased through the Systems Center using this module. Exceptions to this policy will include those items purchased through deposit accounts, local imprest funds and blanket purchase agreements (BPA's) which are designed to provide the local library system a quick response time capability.

b. The TRALINET Systems Center is responsible for purchasing materials for TRADOC libraries, provision of regular fiscal management reports to individual TRADOC library systems, development of system standards, development and maintenance of the TRALINET acquisitions data base, and acquisition of all related data processing and telecommunications for purposes of timely acquisition of library materials. It is also the responsibility of the center to provide appropriate interface with the DA Book Kit Program sponsored by DA TAGO, and for coordinating policies with related HQ elements to insure that bonafide acquisition mechanisms (e.g., deposit accounts, sole source, Federal supply schedules, advance payments, multi-year subscriptions, blanket purchase agreements) are made available for use by all TRADOC libraries.

c. TRADOC libraries and information centers are responsible for providing input as required by the Systems Center for ordering library materials which are not purchased locally, through deposit accounts or BPA, and for the capture of appropriate machine-readable data for a commandwide acquisitions data base. Selection of materials is primarily the responsibility of the local library system.

APPENDIX C

TRALINET CIRCULATION AND INVENTORY CONTROL MODULE

C-1. <u>Purpose</u>.   The network assists TRADOC libraries with justification, acquisition and installation of automated circulation and inventory control systems.

C-2. <u>Operating procedures and responsibilities</u>.

    a. Circulation systems will be compatible TRADOC-wide to insure a timely and efficient flow of materials throughout the network.

    b. The TRALINET Systems Center is responsible for the development of circulation system standards, file and data base design, and assistance in the acquisition of all related data processing and telecommunications for circulation/inventory control purposes.

    c. TRADOC libraries and information centers are responsible for conformance with circulation standards established by the Systems Center.

APPENDIX D

TRALINET DEFENSE TECHNICAL INFORMATION CENTER MODULE

D-1. _Purpose_. The network provides the TRADOC community access, through selected TRADOC libraries, to a full range of the Defense Technical Information Center (DTIC) data base services, as required.

D-2. Operating procedures and responsibilities.

 a. DTIC is the major clearing house for DOD's collection of completed research, work units (DD Form 1498) and program planning (DD Form 1634) documentation.

 b. The TRALINET Systems Center will acquire and install, including telecommunication (and in close coordination with the TRADOC C-E Office) either dedicated or dial-up access to DTIC (with open user code) within a library system at a TRADOC installation and/or TRADOC activity resident on a non-TRADOC installation, as appropriate.

 c. TRADOC libraries and information centers are responsible for providing the necessary input and local coordination required, as well as compliance with standards established by both the network and DTIC.

 d. As a general rule, the initial installation of a dedicated terminal facility will be in an unclassified mode, with subsequent upgrading to a classified mode, where appropriate.

APPENDIX E

TRALINET DATA BASE SERVICES MODULE

E-1. Purpose. The network provides TRADOC Library users on-line dial-up access to bibliographic data base services such as Lockheed/DIALOG, BRS, OCLC, etc., and expands the number of services available to the TRADOC community, as required.

E-2. Operating procedures and responsibilities.

a. Bibliographic data base services are those containing citations, abstracts, and research summaries of literature in a broad range of subject fields from the sciences to the humanities, with particular emphasis on those fields which are of primary interest to TRADOC activities and action officers (e.g., weapons technology, congressional hearings and bills, contract status, current events, other Federal agency activities, etc.) for purposes of reference and interlibrary loan.

b. The TRALINET Systems Center is responsible for the acquisition and installation within a library of these data base services, related ADPE, and telecommunications.

c. TRADOC libraries and information centers are responsible for providing the necessary input and local coordination required, as well as compliance with standards established by the Systems Center.

APPENDIX F

TRALINET LIBRARY PERIODICALS UNION LIST OF SERIALS (LIPULS) MODULE

F-1. <u>Purpose</u>.   Through the TRADOC Library Periodicals Union List of Serials (LIPULS) the Network provides the individual TRADOC user access to the total periodicals/serials holdings of the combined TRADOC Library system. LIPULS also serves as an improved management tool for the control of unnecessary duplication of resources.

F-2. <u>Operating procedures and responsibilities</u>.

        a.   LIPULS is a periodicals/serials control system which incorporates all such TRADOC assets into one machine-readable, bibliographic data-base.   Interim Union Lists will be produced on COM.   Ultimately, an on-line data base is planned.

        b.   The TRALINET Systems Center is responsible for design of the data base, all ADPE requirements, compilation of the input from the field, editing, periodic updating, and distribution of the LIPULS generated products to the field.

        c.   TRADOC libraries and information centers are responsible for conformance with established standards and providing the necessary input, as required by the Systems Center.

APPENDIX G

TRALINET DOCUMENTS MODULE (DOCMOD)

G-1. Purpose. Through the Documents Module (DOCMOD), the network provides a
system for classified/unclassified documents management for the TRADOC com-
munity, to include an appropriate data base adjunct to the DTIC data bases, as
required, and access tools. For the purpose of defining the scope of DOCMOD, it
shall consist of four levels of effort. Recognizing that there will always be,
of necessity, some overlap in responsibility, these levels, which are further
defined and discussed in paragraph G-4, are: Level I, Documents of DTIC
interest; Level II, Documents of TRADOC-wide interest; Level III, Documents of HQ
TRADOC interest only; and Level-IV, Documents of installation or tenant activity
interest only.

G-2. Operating procedures and responsibilities.

        a. The TRALINET Documents Center is responsible, through the TRADOC
Library System's member libraries, for making the command's document resources
available to all potential users. This includes establishing standards for the
receiving, cataloging (in accordance with established documents cataloging
standards, such as COSATI), storing, developing and maintaining appropriate
access tools, to include a documents data base, and automation requirements for
the command's document collections not qualified for submission to the Defense
Technical Information Center (DTIC). The center, collocated with the Combined
Arms Research Library (CARL), also coordinates and develops standardized docu-
ment indexing, storage and retrieval systems for local document collections
residing in TRADOC libraries and insures that documents qualifying under AR 5-5
are input into DTIC.

        b. The TRADOC Library Office will develop the scope of DOCMOD (para G-4)
and modify as necessary. The scope includes the types of documents and infor-
mation to be incorporated in the module, as well as appropriate formats and/or
media.

        c. TRADOC libraries and information centers will serve as focal points in
accessing the information incorporated in DOCMOD, both locally and in the
TRALINET Documents Center. CARL and the TRADOC Headquarters Technical Library
will serve as system key libraries. (The system key libraries will have both
hard copy and fiche duplication capabilities to support all TRADOC inquiries.) By
the use of primarily the microform media, these key libraries will hold collec-
tions of all documents incorporated into DOCMOD and access those document
collections held anywhere in the command through a standardized index and data
base system or DTIC, as applicable. Other libraries will query the DOCMOD data
base or index to identify pertinent documents and then obtain an actual copy of
the document, either through one of the key libraries or by directly querying an
installation library system.

        d. Installation and separate activity commanders will be responsible for
insuring that documents appropriate for inclusion in DOCMOD at each level are
input, as required, through the local library system.

e.   Initial input of a pertinent document to DOCMOD will be by the individual action officer, through the local activity's library. The action officer will be responsible for completion of a DD Form 1473 (Report Documentation Page) as part of the approval package for studies and reports meeting criteria outlined in paragraph G-4.   These forms will be available either through the local Publications Stockroom or the activity's library system. The library system also will have a DOCMOD thesaurus and is available to assist in completion of this form. (See sample completed DD Form 1473 at figure G-1.) Documents which are appropriate to be stored by the TRALINET Documents Center, or required to be input into DTIC at CARL, will be forwarded to CARL by the local library system, together with the completed DD Form 1473. Copies of completed DD Forms 1473 for documents stored in the local DOCMOD Center will also be forwarded to CARL.

G-4.   Definition of DOCMOD scope. DOCMOD consists of four levels of effort. The types of documents to be included at each level are discussed below:

a.   All levels except DTIC.

(1)   Studies and research, experimental, or testing reports limited to those relating to: Doctrinal development; training; training development; operational concepts; tactical organizational structure; battlefield strategy and tactics; force planning; intelligence gathering and analysis; weapons systems; and, to current or programing year resources (personnel, funds, and facilities).

(2)   Studies and research reports which may be included are further limited to those which have been approved for distribution by a general officer or commander/staff officer in the grade of colonel.

(3)   Documents may not be classified higher than SECRET.

(4)   As an exception to the above, after-action reports, (e.g. concerning specific exercises and campaigns) and other historical documents are specifically included in the scope of DOCMOD. This is not intended to supersede or replace, but to supplement the functions of the Military History Institute and local historical programs.

b.   Level I.   DTIC.   Documents which are required by regulation, such as AR 5—5, to be submitted to the Defense Technical Information Center. The scope of these documents are defined by the requiring regulation. The TRALINET Documents Center will monitor to insure that required submissions are made to DTIC.

c.   Level II.   Documents of TRADOC-wide interest.

(1)   Included are studies and reports, as defined in a, above, prepared by or for any TRADOC organizational element, or by their contractors, potential contractors, and grantees; which are considered of probable concern to other TRADOC elements. Also included are current and rescinded HQ TRADOC publications (e.g. regulations, pamphlets, circulars, etc.) and HQ DA publications (e.g. FM, TM, AR, ARTEP, etc.) for which TRADOC activities have proponency; and correspondence of all types relating to one of the cataloged documents.

(2)   The TRALINET Documents Center is responsible for collecting, catalog-
ing, retaining and disseminating, in accordance with established standards, the
documents in this category.

d.   Level III.   Documents of HQ TRADOC interest only.

(1)   Included are studies and reports which otherwise meet the criteria
outlined in a and c, above, but which are considered of HQ TRADOC interest only.

(2)   The HQ TRADOC Technical Library is responsible for collecting, cata-
loging, retaining and disseminating, in accordance with established standards,
the documents in this category.

e.   Level IV.   Documents of installation or tenant activity interest only.

(1)   Included are studies and reports prepared by or for any local instal-
lation or TRADOC activity which is a tenant on another MACOM installation (e.g.
TRASANA, CDEC, etc.) or by their contractors, potential contractors, and
grantees, which are considered of probable concern only to that local installa-
tion or tenant activity.   Also included are current and rescinded publications
for which the local activity has proponency.

(2)   The local library system DOCMOD Center is responsible for collecting,
cataloging, retaining, and disseminating, in accordance with established stan-
dards, the documents in this category.

REPORT DOCUMENTATION PAGE	READ INSTRUCTIONS BEFORE COMPLETING FORM

1. REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
9-CEP024		

4. TITLE (and Subtitle)	5. TYPE OF REPORT & PERIOD COVERED
CONCEPT EVALUATION OF COMBAT ENGINEER SUPPORT VEHICLE (CESV)	Final Report 22 Oct - 7 Dec 79
	6. PERFORMING ORG. REPORT NUMBER

7. AUTHOR(s)	8. CONTRACT OR GRANT NUMBER(s)
DOUGLAS T. WOLTERDING, MAJ, EN	

9. PERFORMING ORGANIZATION NAME AND ADDRESS	10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
President US Army Armor and Engineer Board ATTN: ATZK-AE-EN, Fort Knox, KY 40121	

11. CONTROLLING OFFICE NAME AND ADDRESS	12. REPORT DATE
Commander US Army Training and Doctrine Command ATTN: ATCD-T, Fort Monroe, VA 23651	19 February 1980
	13. NUMBER OF PAGES
	158

14. MONITORING AGENCY NAME & ADDRESS(If different from Controlling Office)	15. SECURITY CLASS. (of this report)
	UNCLASSIFIED
	15a. DECLASSIFICATION/DOWNGRADING SCHEDULE

16. DISTRIBUTION STATEMENT (of this Report)

Distribution limited to US Government agencies only; Test and Evaluation; 19 February 1980. Other requests for this document must be referred to Commander, US Army Training and Doctrine Command (TRADOC), ATTN: ATCD-D, Fort Monroe, VA 23651

17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)

See block 16

18. SUPPLEMENTARY NOTES

None

19. KEY WORDS (Continue on reverse side if necessary and identify by block number)

Combat Engineer Support Vehicle (CESV)   ACN 24528
Auger Attachment
Grapple Attachment
Fork Attachment
Mechanical Handling Equipment

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

A concept evaluation of the Combat Engineer Support Vehicle (CESV) was conducted at Fort Knox, KY to determine the system's grapple, auger, and fork attachments to support combat engineering tasks, including tasks associated with the support of blasting agent and the Ground Emplaced Mine Scattering System (GEMSS). This report contains a description of the test, the data collected, and a discussion of the findings.

DD FORM 1 JAN 73 1473   EDITION OF 1 NOV 65 IS OBSOLETE   UNCLASSIFIED

Figure G-1.

APPENDIX H

EXPLANATION OF TERMS

AACR2 - Anglo American Cataloging Rules, 2d Edition
COB - Command Operating Budget
COM - Computer Output Microform
COSATI - Committee on Scientific and Technical Information
DTIC - Defense Technical Information Center
FEDLINK - Federal Library and Information Network
ISBD - International Standard Book Description
MARC - Machine-Readable Cataloging
Network - An interrelation of two or more libraries or library systems mutually
committed to the exchange of information, materials or services, and sharing
of selected administrative and technical processes. Provision of rapid communi-
cation between participants and bibliographic directories of library holdings
are prerequisites.

APPENDIX I

RELATED REFERENCES

PUBLICATION	TITLE
AR 1-16	Safeguarding Rare and Unique Books and Publications
AR 1-100	Gifts and Donations
AR 1-115	Army Field Law Library Service
AR 5-5	The Army Study System
AR 18-1 and TRADOC Suppl	Management Information Systems, Policies, Objectives, Procedures and Responsibilities
AR 18-3 and TRADOC Suppl	Automatic Data Processing Management Information System
AR 18-7 and TRADOC Suppl	Data Processing Installation Management Procedures and Standards
AR 28-1	Army Morale Support Activities; Welfare, Recreation and Morale
AR 40-2	Medical Treatment Facilities: Administration and Management
AR 70-11	Defense Documentation Center for Scientific and Technical Information (DDC)
AR 70-14	Publication and Reprints of Articles in Professional Journals
AR 70-31	Standards for Technical Reporting
AR 70-45	Scientific and Technical Information Program
AR 70-63	Research, Development and Acquisition: DOD In-house RDTE Annual Activities Report
AR 105-22	Telecommunications Requirements Planning, Developing and Processing
AR 108-2 and TRADOC Suppl	Army Training and Audiovisual Support
AR 210-10	Administration (Installations)
AR 230-1	The Nonappropriated Fund System
AR 310-49 and TRADOC Suppl	The Army Authorization Documents System (TAADS)
AR 340-17 and TRADOC Suppl	Release of Information from Army Files (Freedom of Information Act)
AR 340-18-1 and TRADOC Suppl	The Army Functional File System: General Provisions
AR 340-18-14	Maintenance and Disposition of Logistics Functional Files
AR 340-21 Series w/TRADOC Suppl	The Army Privacy Program
AR 340-22 and TRADOC Suppl	The Army Micrographics Program
AR 380-380 and TRADOC Suppl	Automated Systems Security
AR 621-5	Army Continuing Education System (ACES)

PUBLICATION	TITLE
AR 710-2 and TRADOC Suppl	Materiel Management for Using Units, Support Units, and Installations
AR 735-5	General Principles, Policies, and Basic Procedures (Property Accountability)
AR 735-11 and TRADOC Suppl	Accounting for Lost, Damaged, and Destroyed Property
AR 735-17	Accounting for Library Books
AR 870-10	US Army Military History Research Collection
DA Pamphlet 27-154	Procurement Manual for Clubs and Construction by Certain Nonappropriated Funds
DA Pamphlet 28-30	Library Operational Guide; Army Library Program
DA Pamphlet 570 series	Staffing Guides for _____
CTA 50-909	Field and Garrison Furnishings and Equipment
SB 700-20	Army Adopted/Other Items Selected for Authorization/List of Reportable Items
DA Circular 235-1	Commercial/Industrial-Type Activities (CITA)
DA Circular 735 Series	Serial Numbers for Library Property Accounts
DAR	Defense Acquisition Requisition
TRADOC Reg 690-2	Civilian Personnel Career Management
TRADOC Reg 690-3	Career Intern Program
TRADOC Pam 690-1	Civilian Career Intern Training
CPR 950-1	Career Management
CPR 950-21	Army Civilian Career Program for Librarians
CSC Handbook X-118	Qualification Standards for Positions Under the General Schedule

The proponent of this regulation is the Office of the Deputy
Chief of Staff for Personnel, Administration and Logistics.
Users are invited to send comments and suggested improvements
on DA Form 2028 (Recommended Changes to Publications) through
channels to Commander, TRADOC, ATTN: ATPL-AOL, Fort Monroe,
Virginia 23651.

FOR THE COMMANDER:

OFFICIAL: JOHN B. BLOUNT
                                               Major General, GS
                                               Chief of Staff

R. E. BROWN
Colonel, GS
Adjutant General

DISTRIBUTION:(SPECIAL)
CDR   COMDT
 TRADOC INSTL: D (5 cy ea)   USAIMA
 USA CD EXPER COMD   DLI, FLC
 OECS   USA CHAP CEN & SCH
 TCATA   DEP COMDT, USAISD
 USAMMCS   DIRECTOR, TRASANA
 USAOC&S
 USAICS
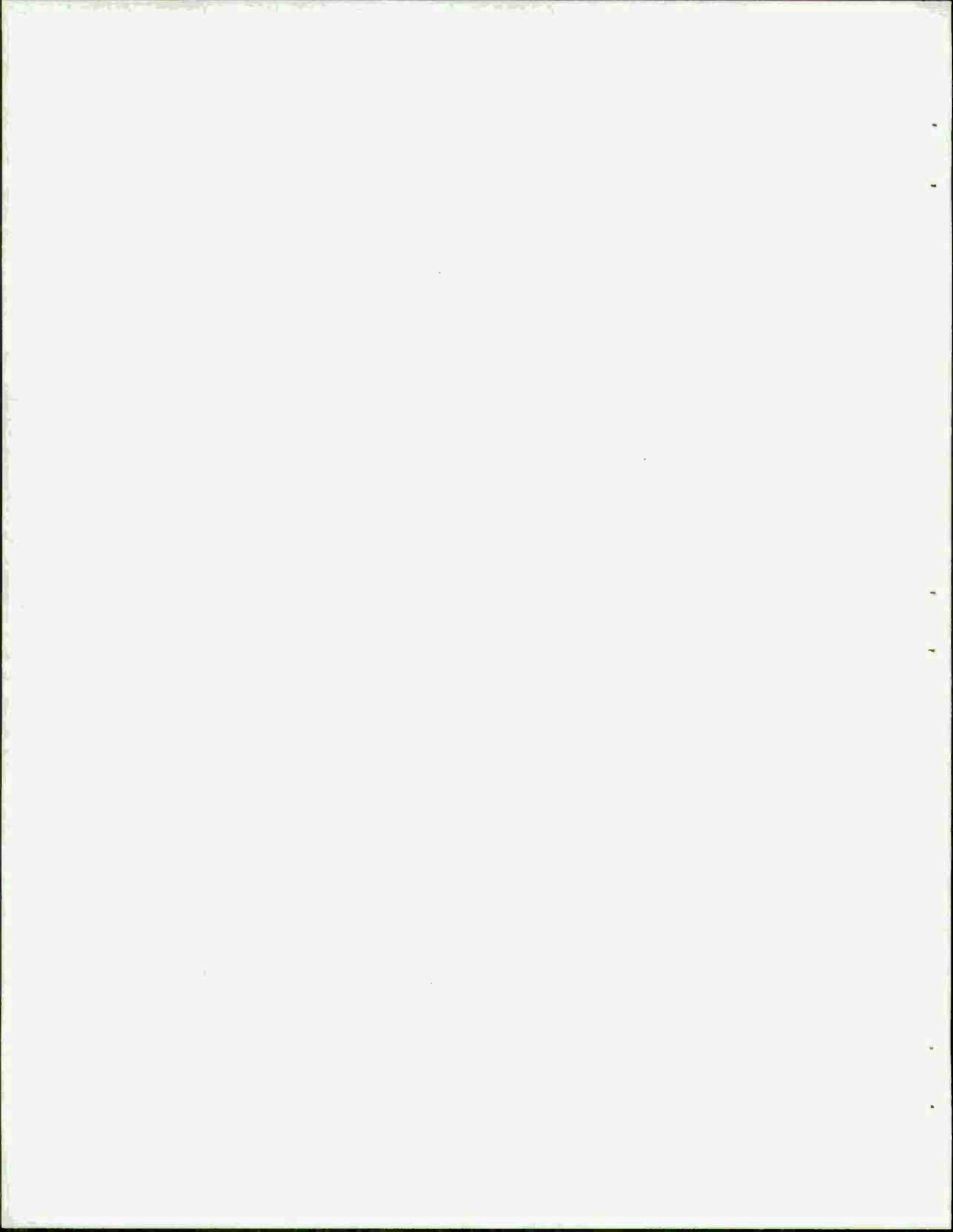
APPENDIX G

THE LIBRARY'S PRODUCT IN THE MARKETING MIX

H. GOLDHOR

The marketing attitude is important and desirable for librarians. It puts the emphasis on what the users want and on creating a responsive organization (H. Ford and black cars). It won't solve all our problems, but it will go a long way.

I refer you to Philip Kotler's, "Marketing for Non-Profit Organizations" (Prentice-Hall, 1975).

The essential idea of marketing concerns the process by which a product or service from the supplier is given for what the consumer renders in exchange (usually money, but also time, inconvenience, loyalty, approval, etc.).

The old idea of the librarian is one who loves books (such as the Harvard Librarian with all the books in but two). Libraries exist to serve people. Your library exists to serve a certain group of people, and, in order to serve them best, there are some things you need to know about them.

You need to know the influence of the marketing approach. The traditional approach is to offer what we have (that is, what we think is good for people) and hope that people will use it. This is producer-oriented, and much that we do in libraries is still for the convenience of departments in large libraries or what suits our taste. The marketing approach is simply to find out what people want and then to provide it — rather than to try to persuade people to want, buy, and use what we happen to have (for example, consider the buggy whip manufacturers).

Market analysis equals community analysis, and I have three main recommendations:

1. Identify your target audience. Find out how they use books, print, and other communications media now, how they like it, what they want, and, if possible, what they need. About 40% of all adults are library users, 30% more read books from other sources, and 30% do neither. Identify this audience not just once but every so often. Poll present library users. Tie in with general surveys of the whole unit. Identify other main competing sources of books (for example, Chanute Air Force Base library and Rantoul PL) and other external factors, such as new technology and changes in mission of your Army unit.

2. Decide on an overall goal and on one or two main current objectives. Private business seeks to make a profit — but by just what product or service? The nonprofit agency seeks to survive and grow -- but by just what product or service? Libraries now are definitely more than print-oriented, but current developments in computer technology may wipe out the need for any local source of materials. A suggested goal for libraries is to provide information which is needed for the current activities of people if libraries can provide it better, faster, or cheaper than can other agencies. Current objectives (short-range, measurable, practical) will vary with your local situation, but might be (a) to increase the use of recreational materials by X%, or (b) to provide half or more of all materials needed for training purposes by the personnel in your unit. The objective of the library is how you propose to be evaluated, and it should determine what products or services you will emphasize. But people can always use the library for their own ends too.

119

3. Specify the segment of the market in which you are particularly inter-
ested. You can't expect to get everyone to use the library all the time. Seek
to adjust your products or services to specified segments of the target
audience. A segment consists of people who are alike in some one or more identi-
fiable ways. Children at Chanute can use Rantoul PL, but Rantoul PL does not
have much material for the training of aircraft personnel. Conditions change --
on maneuvers, recreational literature would probably be needed. The related
marketing principle of specialization avoids competition; this is what special
libraries do.

To get a larger share of the market, or to keep what you now have, usually
involves changes in product, price, place, and promotion. We shall consider here
mostly only product. By product is meant any combination of tangible and
intangible attributes that might be offered to satisfy customers' needs or wants
(that is, goods, services, ideas, etc.).

Product line of a typical library might be:

1. Materials

Select materials first by type and then by title, so as best to
achieve your objective with a specified segment of your target audience. In
teaching, this process is called instructional design. Types of materials:

a. Print - books (hard cover or soft), periodicals, newspapers,
government documents, pamphlets, etc.

b. Nonprint

(1) Audio - phonorecords, cassettes, reel-to-reel tapes, etc.

(2) Visual - films (8-mm and 16-mm) filmstrips, slides, videocas-
settes, videotapes, videodiscs, Army training manuals, art prints, sculpture,
etc.

c. Computerized

(1) Cataloging information (MARC, OCLC)

(2) Machine-readable data bases

(a) News (NY Times information bank)

(b) Statistical data (predicasts)

(c) Literature indexing (dialog) and abstracting (MEDLINE). Over
500 such items now available usually through Lockheed, SDC, or BRS. Our work on
CELDS for Corps of Engineers is available through its Environmental and Technical
Information Systems. Also available is the proposed data base of library refer-
ence questions and answers.

(3) Circulation control and online catalogs (CSLI) such as LCS.

120

(4) Interlibrary loan (OCLC) -- Interconnections between local libraries' computerized circulation control files.

(5) Computer-assisted instruction - CAI (PLATO)

(6) Videotext (television set plus central computer, teletext, and videotex). Information through home TV set, for example, the SOURCE (cable TV) and PRESTEL in England. Teletext is one-way; videotext is two-way connection by phone, interactive (pay bills, register opinions, or request book), information rich (news, airplane schedules, community calendar -- a whole encyclopedia in Columbus), and full of potential.

(7) Personal use of computers for electronic mail, conferences, personal files, calculations, instructional modules, etc. (You can get an Apple for less than $800.)

2. Services

The products of libraries are not only materials but also services, and the day may come when materials as such are all stored on computers and any one with a terminal can have access to the world's store of them via satellite. Librarians may then serve as independent professionals to help people choose what they need and what items best utilize what's available (as some do now -- one can get info for fee). Libraries should:

a. Organize materials so that an individual item may be found.

b. Guide individual readers by booklists, special collections, signs, SDI, etc.

c. Loan materials for home use with renewals, reserves, and over-dues. American public libraries loan about 1 billion items a year; the process needs to be convenient, fast, and efficient--T-card charging, if not computerized.

d. Have interlibrary loan -- get any book for any patron.

e. Answer reference questions - with at least 50% correct re-sponse on average, according to my experience at Evansville PL and special li-brary service.

f. Provide group programs for children and adults (especially the latter). Choose a good topic, get a good speaker or leader, have relevant mate-rials; for example, motor cycle repair. Have a good spirit of service.

Product decisions involve:

Types of products - tangible or book itself; core or the essential utility or benefit -- "sell the sizzle, not the steak"; an augmented product or the totality of benefits and costs which a person experiences in obtaining the product. Product characteristics include quality level; features (for example, is it free?); styling (for example, impersonal contact or friendly staff, crowded

121

shelves versus attractive new quarters); name (for example, computerized information service) and packaging.

1. Product line and marketing plan includes:

    a. Market penetration to increase your share of present markets with your present products

    b. Market development to take present products into new markets

    c. Product development to produce improved or new products for your present market

    d. Diversification to enter new markets with new products

2. Product addition is essential in adapting to a changing environment (for example, AV materials, paperback books, computerized data bases) but risky in that many new products fail because of insufficient market research (public library I and R service).

3. Product modification means to revitalize a product by adding new features in getting it into new markets, for example, bank cash card machines; typewriters are now word processing devices; and autos. Changes are usually in the physical product (for example, plastic covers over book jackets). You need to review your target market and decide whether to seek a new approach.

4. Product elimination means the concept of product life cycle; for example, use of bookmobiles by U.S. public libraries. This is often difficult and painful because of sentiment and vested interests. For example, consider the extent of control in circulation systems to extreme of a token-charging system of McColvin. Libraries need to eliminate products more often than they do.

5. Product testing means you should experiment before you make a final commitment. Try one experiment a year and report results; innovate, get ideas from staff members and patrons, read the literature, challenge assumptions. Some possible experiments:

    Integrate reference and circulating books, and adult and juvenile

    Try SDI on limited basis

    Honor paperbacks or have a swap shelf

    Practice team librarianship as in England

    Have booketerias, such as in Baltimore County, MD, where the public library's book stalls are manned by volunteers and a part-time clerk.

    A 4-cell pattern for analysis of an experiment is shown below.

Rethink your library's products and services. Just what are you offering which justifies your continued existence and survival, let alone growth and development? Experiment with some new ideas.

Market research includes the following ideas:

To close the circle, you need to get an estimate from time to time of (1) how many people in your target audience are using your library, (2) how much they value the materials or services they get from the library, and (3) what they like and dislike about the library and its products, and what they would like to see you doing or offering. Consider efficiency versus effectiveness, input versus output, such as ISL studies. In particular, seek to get a measure of how well you are achieving your main current objective.

"The Library's Product in the Marketing Mix"

A. Market Analysis (= community analysis)

  1. Identify target audience

  2. Decide on goals and objectives

  3. Specify market segmentation

B. Product Line of a Typical Library

  1. Materials
     a. Print
     b. Non-Print
     c. Computerized

  2. Services
     a. Organize materials
     b. Guide readers
     c. Loan materials
     d. Borrow on interlibrary loan
     c. Answer reference questions
     f. Hold group programs

C. Product Decisions

  1. Product Line and Marketing Plan

  2. Product addition

  3. Product modification

  4. Product elimination

  5. Product testing

D. Market Research (= evaluation)

Types of Computerized Material

     (1) Cataloging information (MARC)

     (2) Machine-readable data bases

          (a) News (NY Times Information Bank)

          (b) Data (Predicasts)

          (c) Literature indexing and abstracting (MEDLARS)

     (3) Circulation control and on-line catalogs (CSLI)

     (4) Interlibrary loan (OCLC)

     (5) Computer assisted instruction (PLATO)

     (6) Videotext (television set plus central computer)

     (7) Personal computer (Apple)

Product-Market Growth Strategies

	Present products	New products
Present markets	1. Market Penetration	3. Product Development
New markets	2. Market Development	4. Diversification

from Kotler

Stages in the Product Life Cycle

Level of market acceptance

Introduction Growth   Maturity   Decline   Time
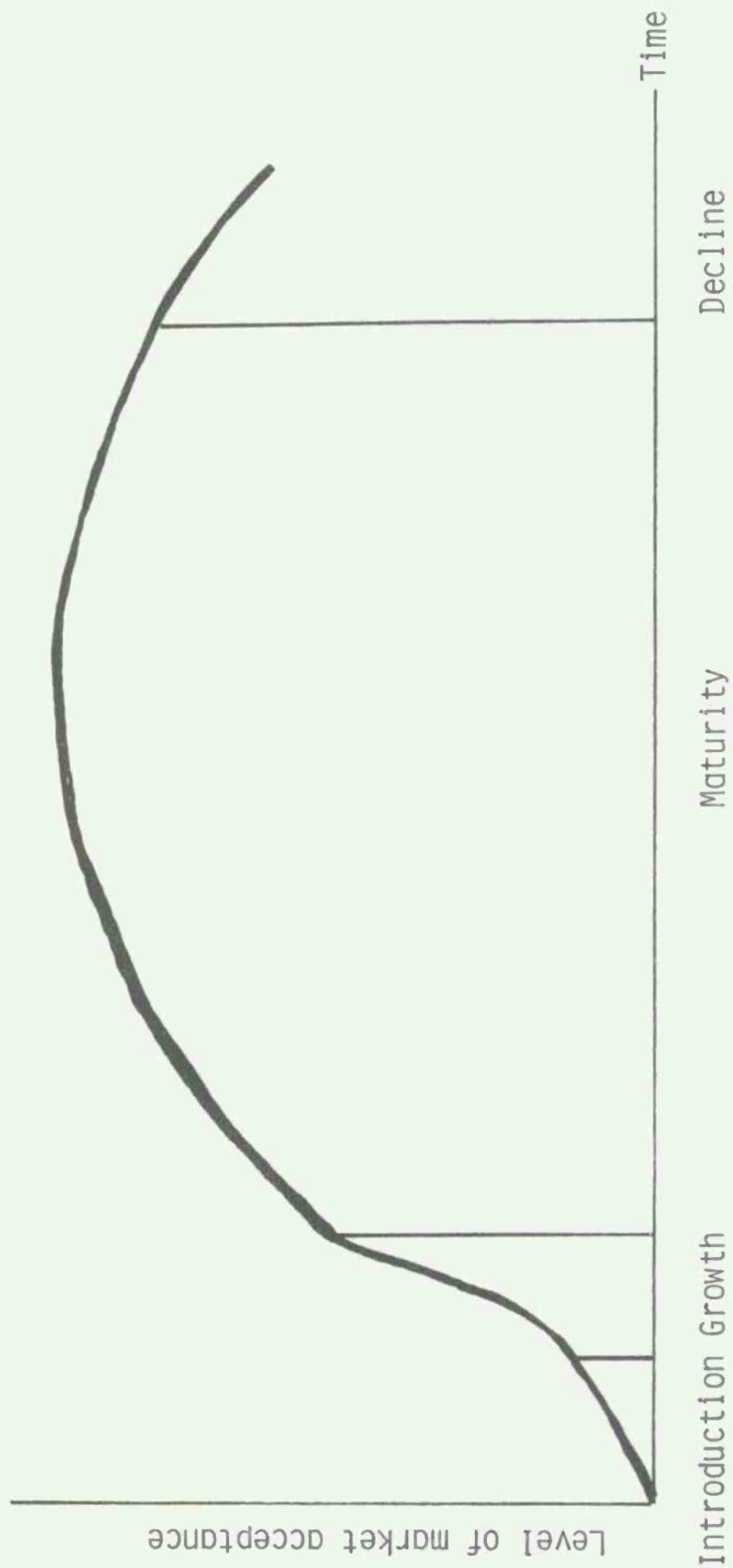
4-cell Experimental Design

Introduction
of Experimental
Variable

↓

Before	After

<table>
<tr><td rowspan="1">Control
Group</td><td>A1</td><td>A2</td></tr>
<tr><td>Experimental
Group</td><td>B1</td><td>B2</td></tr>
</table>

$$A1 = B1$$
$$A1 = A2$$
$$B1 \neq B2 \neq A2$$

128

Professor Herbert Goldhor,

Director of Research, Graduate School of Library Science, University of Illinois.

During World War II (1944-1945) served in the European Theatre with the Army Library Service.

In 1967, was one of a team of three which surveyed Army libraries in Germany.

In 1962 co-authored with Joseph Wheeler a book entitled: "Practical Administration of Public Libraries".
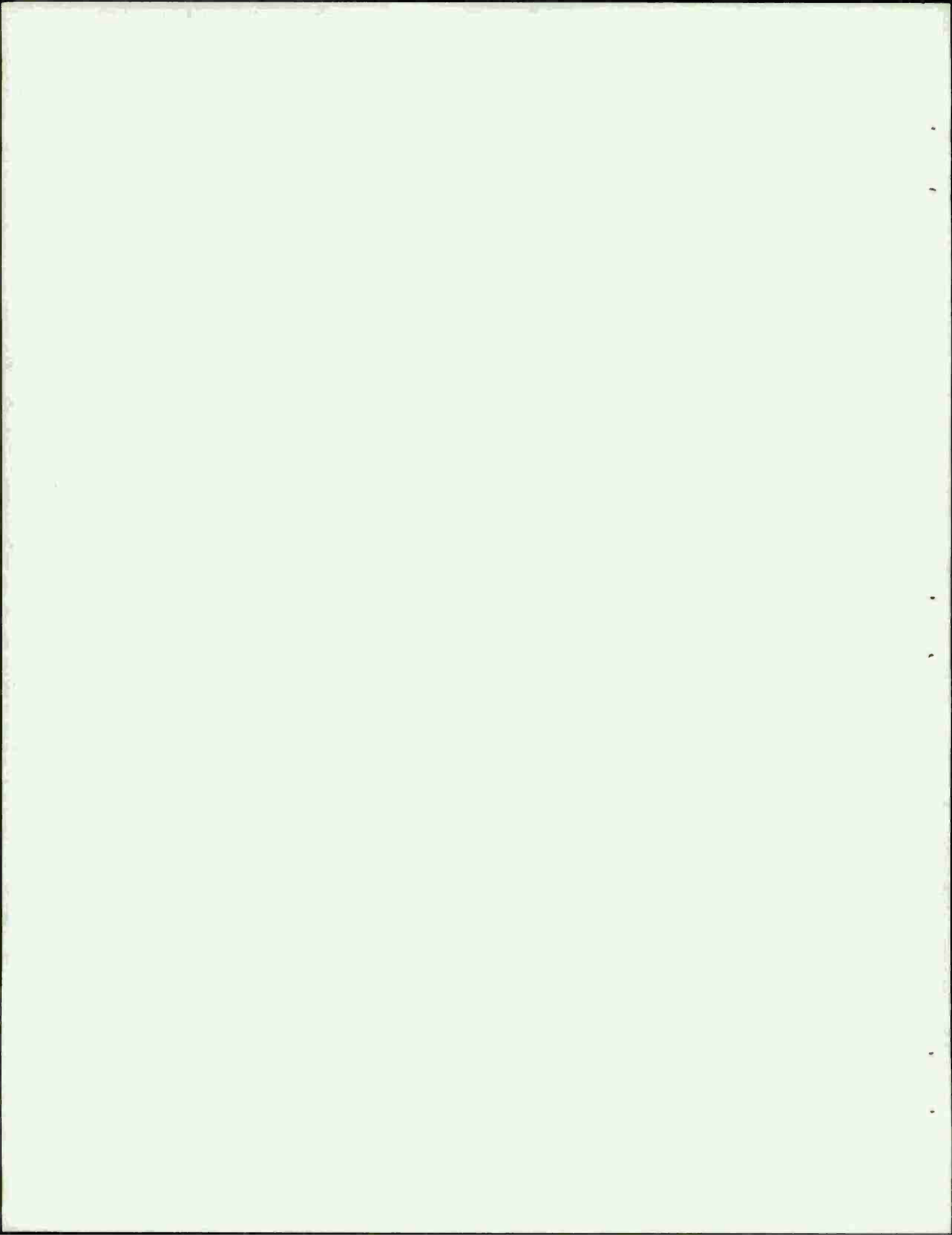
APPENDIX H

AACR-2

D. BRUNELL AND B. MILLER
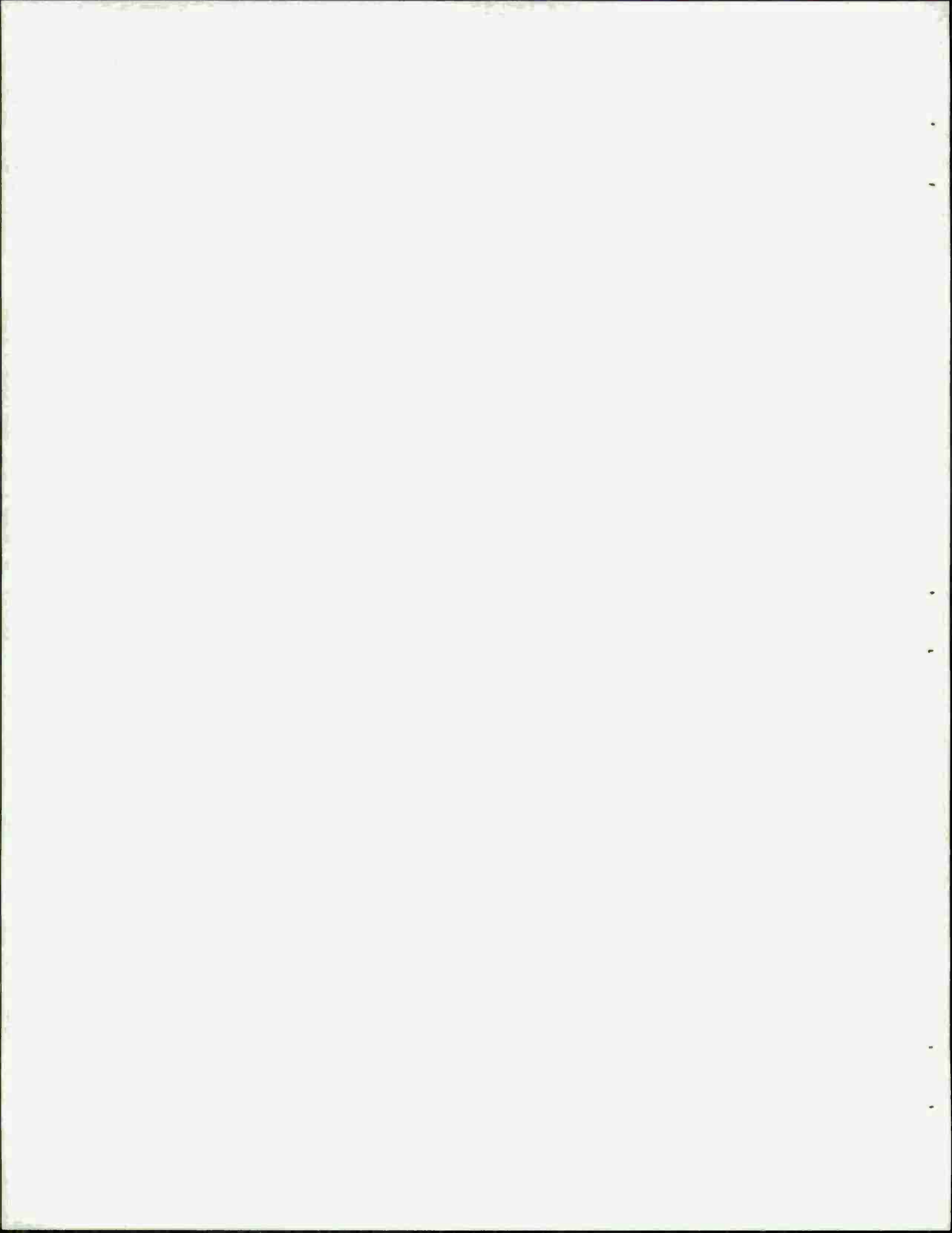
Wednesday: AACR-2

The session on AACR-2 was presented by David Brunell and Bruce Miller, FEDLINK, Federal Library Committee.

The library world has entered a period of increasing cooperation and standard-ization and, whether we agree or disagree with specific parts of it, AACR-2 is going to be applied on an always wider basis. Regional networks, which have accepted the new rules, are steadily expanding, and interlibrary loan, which is greatly affected and facilitated by network membership, has grown enormously. Federal libraries have already felt a major impact from AACR-2 since its official beginning this year. The effect on individual libraries should ultimately be beneficial.

Some cataloging use studies have shown that use of the international standard book description (ISBD) does not hinder library patrons, nor will the change in selection of a main entry. The new criteria will permit access at more points and allow catalogers more latitude.

Adapting an individual library's catalog to the changes will, of necessity, be kept as simple as possible, the choices being interfiling, making changes on cards, recataloging, or keeping a split file (the least desirable solution). Whatever decisions are reached, they should be written down for the aid of new employees, reference personnel, future programmers, etc.

The cataloging process will be slowed down because many decisions need to be made on each OCLC record. Hybrid records have to be analyzed field by field; a decision on how the new forms affect the library's catalog is necessary: are cross references needed, etc?; a decision on whether to interfile, to split, etc., the new form of entry must be made.

Over-all production is down this year by 37% in federal libraries. Adaptation to AACR-2 will affect library budgets for the next five years. The Dowell study indicates that costs will peak between the first and third year, depending on the size of the library. If a library decides not to adapt AACR-2, the statistics will

be inverted. Costs will be low at first, but each succeeding year the problems
and cost of modifications will go up.

Because each library will have its own method for coping with implementation
of AACR-2, the value of a written record of those decisions can not be stressed
enough. The tapes being produced on OCLC will eventually be used for some form of
product and they should be as clean as possible. Programmers will be able to do
a lot with them if they know switching dates, types and extent of changes, even places
where there are inconsistencies. Estimating costs will be much easier with this
information on record.

A conversion plan prepared by Arnold Wajenberg at the University of Illinois was
passed out to libraries present at the session.

There was a summary of the changes made to OCLC records. Serials cataloging
has come to a standstill because LC has not made decisions yet on handling linking
entries. No solution seems likely within the next 6 months. It was
suggested that libraries hold off on their own serials cataloging for another month.

After the break, various questions of coping with AACR-2 were discussed. LC
has not yet addressed certain geographic types of subject headings, such as Atlantic
Ocean, but as it does, its decisions will appear in the Cataloging Service Bulletin.
OCLC subject access does not seem likely soon because of the cost. Libraries are
encouraged to follow AACR-2 forms for local subject headings as much as possible,
since 650 and 651 forms would probably be the only ones accessible at the beginning.
OCLC is investigating the possibility of providing partial usage; i.e., ILL only,
reference, etc. Under that system, selective subject access could become viable,
as those who are most interested in a service help pay for its development.

Filing rules are moving toward ignoring punctuation.

A format for handling technical reports on OCLC has been approved and is in
final draft form. It will consist of additions to the monograph format.

Other OCLC subsystems do not seem to be adversely affected by the changes in
the bibliographic file. Libraries with in-house automated systems will need to
work through changes with their own programmers. LC and OCLC are not going

to help convert local tapes. Conversion service by a contractor promises to be very expensive.

A printed selection of cataloging examples, statistics from the Dowell study, and a summary of cost elements was passed out and is attached.

- ARMY LIBRARY INSTITUTE -

THE MANAGEMENT OF THE CONVERSION TO AACR2

IN FEDERAL LIBRARIES

CHANGES IN DESCRIPTION

OLD DESCRIPTION

SPSS; STATISTICAL PACKAGE FOR THE SOCIAL SCIENCES [BY] NORMAN H. NIE
   [AND OTHERS] 2D ED. NEW YORK, MCGRAW-HILL [C1975]
   XXIV, 675 P. 28 CM.

ISBD DESCRIPTION

SPSS : STATISTICAL PACKAGE FOR THE SOCIAL SCIENCES / NORMAN H. NIE ...
   [ET AL.]. -- 2ND ED. -- NEW YORK : MCGRAW-HILL, C1975.
   XXIV, 675 P. ; 28 CM.

137

<u>S E R I E S & S E R I A L S</u>

OLD FORM   NEW FORM.

BRIGHTON, ENG. UNIVERSITY OF SUSSEX.   OCCASIONAL PAPERS (UNIVERSITY OF
  RESEARCH UNIT FOR THE STUDY OF   SUSSEX. RESEARCH UNIT FOR THE STUDY
  MULTI-RACIAL SOCIETIES.   OF MULTI-RACIAL SOCIETIES)
  OCCASIONAL PAPERS

UNITED STATES. FEDERAL ENERGY ADMIN-   TECHNICAL REPORT (UNITED STATES. FED-
  ISTRATION. OFFICE OF POLICY AND   ERAL ENERGY ADMINISTRATION. OFFICE
  ANALYSIS, QUANTITATIVE METHODS.   OF POLICY AND ANALYSIS, QUANTITATIVE
  TECHNICAL REPORT   METHODS)

NEW SOUTH WALES. BIOLOGICAL AND   RESEARCH REPORT (BIOLOGICAL AND CHEMICAL
  CHEMICAL RESEARCH INSTITUTE.   RESEARCH INSTITUTE (NEW SOUTH WALES)
  RESEARCH REPORT

OLD HEADINGS & NEW (CORPORATE)

OLD HEADINGS	AACR2 HEADINGS
CHICAGO	CHICAGO (ILL.)
CHICAGO. UNIVERSITY	UNIVERSITY OF CHICAGO
CONFERENCE ON LIBRARY ORIENTATION FOR ACADEMIC LIBRARIES, 5TH, EASTERN MICHIGAN UNIVERSITY, 1975.	CONFERENCE ON LIBRARY ORIENTATION FOR ACADEMIC LIBRARIES (5TH : 1975 : EASTERN MICHIGAN UNIVERSITY)
JOHNSON (FRED F.) COMPANY, GRAND RAPIDS	FRED F. JOHNSON CO.
UNITED STATES. ARGONNE NATIONAL LABORATORY, LEMONT, ILL.	ARGONNE NATIONAL LABORATORY (U.S.)
UNITED STATES. LAWS, STATUTES, ETC.	UNITED STATES. [LAWS, ETC.]
AMERICAN LIBRARY ASSOCIATION	AMERICAN LIBRARY ASSOCIATION. CONFERENCE (70TH : 1951 : CHICAGO, ILL.)

139

OLD HEADINGS & NEW (PERSONAL)

OLD HEADINGS   AACR2 HEADINGS

CLEMENS, SAMUEL LANGHORNE, 1835-1910.   TWAIN, MARK, 1835-1910

BURFORD, ELEANOR, 1906-
CARR, PHILIPPA, 1906-
FORD, ELBUR, 1906-
HIBBERT, ELEANOR, 1906-   HOLT, VICTORIA, 1906-
KELLOW, KATHLEEN, 1906-
PLAIDY, JEAN, 1906-
TATE, ELLALICE, 1906-

LAWRENCE, THOMAS EDWARD, 1888-1935.   LAWRENCE, T. E. (THOMAS EDWARD),
                                                                                 1888-1935.

MOZART, JOHANN CHRYSOSTOM WOLFGANG   MOZART, WOLFGANG AMADEUS, 1756-1791.
  AMADEUS, 1756-1791

STAEL-HOLSTEIN, ANNE LOUISE GERMAINE   STAEL, MADAME DE, 1766-1817.
  NECKER, BARONNE DE, 1766-1817.

JEANNE D'ARC, SAINT, 1412-1431   JOAN OF ARC, SAINT, 1412-1431.

SUGGESTED FORM CARDS

OLD CARDS
CHANGED

UNITED STATES. LAWS, STATUTES, ETC.

THIS HEADING IS NO LONGER USED. INDIVIDUAL
LAWS AND COLLECTIONS OF LAWS HAVE THE HEADING
UNITED STATES.

CARDS WITH THE LATTER HEADING ARE FILED AT THE
BEGINNING OF THE UNITED STATES FILE.

INTERFILE

LAWRENCE, D. H. (DAVID HERBERT), 1885-1930.

HERE ARE ALSO FILED CARDS WITH THE OLDER
HEADING:

LAWRENCE, DAVID HERBERT, 1885-1930.

SPLIT FILE

CLEMENS, SAMUEL LANGHORNE, 1835-1910.

FOR MATERIAL ACQUIRED AFTER DECEMBER 1980, SEE

TWAIN, MARK, 1835-1910.

141

INTERFILE

OLD FORM	WITH	NEW FORM
EDUCATIONAL RESEARCH SERVICES, INC., ARLINGTON, VA.	WITH	EDUCATIONAL RESEARCH SERVICE (ARLINGTON, VA.)
PARIS	WITH	PARIS (FRANCE)
HOUSMAN, ALFRED EDWARD. 1859-1936.	WITH	HOUSMAN, A. E. (ALFRED EDWARD), 1859-1936. .
GT. BRIT.	WITH	GREAT BRITAIN.
ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT.	WITH	ORGANISATION FOR ECONOMIC COOPERATION AND DEVELOPMENT.

IMPACT OF AACR 2 ON LOCAL CATALOGS

prepared by Arlene Taylor Dowell

Table 1. Proportion of types of heading in each library: percentages of DIFFERENCES in form of heading when AACR 2 is applied to current cataloging.

	Small		Medium		Large	
	Proportion	Differences	Proportion	Differences	Proportion	Differences
Personal	75.4%	12.6%	66.6%	8.7%	67.4%	10.4%
Corporate	9.9%	31.4%	12.3%	39.1%	10.4%	39.5%
Geographic	7.6%	13.9%	5.7%	29.0%	9.9%	33.3%
Uniform title	2.6%	14.8%	2.4%	37.2%	2.5%	20.8%
Series	4.5%	29.8%	13.0%	31.6%	9.8%	29.8%
Total	100.0%	15.4%	100.0%	17.0%	100.0%	17.8%

Table 2. CONFLICTS with entries ALREADY IN CATALOG when AACR 2 is applied to current cataloging.

	Small		Medium		Large	
	Proportion of all headings of that type	Proportion of all conflicts	Proportion of all headings of that type	Proportion of all conflicts	Proportion of all headings of that type	Proportion of all conflicts
Personal	6.9%	71.1%	5.1%	39.5%	8.4%	44.4%
Corporate	13.7%	18.4%	19.1%	27.4%	24.5%	20.2%
Geographic	5.1%	5.3%	9.6%	6.4%	19.6%	15.2%
Uniform titles	0	0	9.3%	2.5%	10.4%	2.1%
Series	8.5%	5.3%	16.0%	24.2%	23.4%	18.1%
Total	7.3%	100.0%	8.6%	100.0%	12.7%	100.0%

Table 3. Five year projections of conflicts with entries ALREADY IN CATALOG when all headings for current cataloging are made to conform to AACR 2 -- i.e. headings on old LC copy are changed to AACR 2 form.

	Small	Medium	Large
Year 1	7.3%	8.6%	12.7%
Year 2	5.5%	4.0%	5.9%
Year 3	4.6%	3.0%	4.7%
Year 4	3.6%	2.5%	3.7%
Year 5	3.2%	2.2%	2.9%

Table 4. Five year projections of conflicts with entries ALREADY IN CATALOG when LC copy is accepted as it comes -- i.e. pre AACR 2 forms in older copy are NOT changed to AACR 2 form.

	Small	Medium	Large
Year 1	.5%	2.8%	3.4%
Year 2	1.3%	2.3%	3.2%
Year 3	1.9%	2.0%	3.0%
Year 4	1.4%	1.6%	2.5%
Year 5	1.4%	1.4%	2.0%

143

Table 5. Kinds of CONFLICT encountered.

	Small	Medium	Large
Punctuation differences only	2.6%	4.5%	7.0%
Qualifier added, subtracted, changed	10.5%	12.7%	18.1%
Abbreviation spelled out or vice versa	0	1.3%	2.1%
Forename changed to initial or vice versa, or forname dropped	53.9%	24.8%	19.3%
Minor change in spelling	1.3%	2.5%	.8%
First work different	26.3%	42.0%	42.0%
Period after entry term removed	1.3%	2.5%	.4%
Other	3.9%	9.6%	10.3%
Can be interfiled easily in manual catalog	68.3%	45.8%	47.3%

Table 6. Number of cards in catalog to be changed and number of split files* to be
made after interfiling interfileable conflicts during year of highest conflict
(1st year in medium and large libraries; 3rd year in small library).

size of file for which cards will be changed	Small			Medium			Large		
	ave. # cards changed per heading	cards changed per month	split files per month	ave. # cards changed per heading	cards changed per month	split files per month	ave. # cards changed per heading	cards changed per month	split files per month
under 6	2.3	2.3	1.0	2.5	34	39	2.7	118	100
under 11	3.4	4.0	.8	4.0	78	34	4.4	295	76
under 16	4.4	5.9	.7	4.9	107	31	5.0	364	71
under 21	6.5	10.3	.4	6.8	174	28	6.8	571	59

Table 7. Number of split files after 5 years.

# of cards resulting in split files	Small		Medium		Large	
	# of split files	% of catalog headings	# of split files	% of catalog headings	# of split files	% of catalog headings
over 5	41	.04%	1658	.41%	4962	.56%
over 10	34	.03%	1459	.36%	3787	.42%
over 15	27	.03%	1352	.33%	3516	.39%
over 20	17	.02%	1191	.29%	2949	.33%
#unique headings	98,437		405,668		891,992	

* "Split files" result when cards with old headings are left unchanged, with explanatory
references leading to cards with AACR 2 headings.

144

S U M M A R Y   O F   C O S T   E L E M E N T S

1. Catalog Maintenance
    - Creation of X refs
    - Refiling & Adaptation

2. Authority File Maintenance/Replacement
    - Intellectual
    - Physical

3. Slow down in Production During Adoption of New Rules

4. Training of Library Staff

5. Equipment
    - Printers

6. Software/Programming Changes for MARC Formats

7. Conversion of Records on Older OCLC Tapes - Effect
    on COM Products, etc.

AACR 2 CONVERSION GUIDELINES

Beginning November 1, 1979, all cataloguing at this library will conform
to the rules for form of headings as given in chapters 22-25 of the second
edition of the Anglo-American cataloguing rules. In addition, serial cataloguing
and original cataloguing will conform to all of the rules in AACR 2. These
instructions are intended to guide staff members in adapting monograph cataloguing
retrieved from OCLC, so that the headings (i.e. the data tagged 1xx, 240, 243, 4xx,
6xx, 7xx, and 8xx) will conform to these rules. They are also applicable to LC
cataloguing taken from printed sources (e.g. NUC, printed cards), except that LC
cataloguing must be added to OCLC unchanged by means of the update function,
after which headings will be altered to conform to AACR 2. NON-LC cataloguing
retrieved from NUC will be revised to conform to AACR 2 in all respects.

These should be regarded as interim guidelines. They are designed for a
catalogue which comes into existence on Nov. 1, 1979. Consequently, it is assumed
that there will be very few conflicts of entry, for the first few years of the
catalogue's existence. (Conflict of entry here means either 2 or more persons or
corporate bodies with the same name, or different forms of the name of one person
or corporate body appearing in different works by that person or organization.)
Within a relatively short time (perhaps 2 or 3 years), the newly formed card
catalogue is expected to be replaced by an on-line full bibliographic record. This
will require extensive revision of these guidelines.

When possible, AACR 2 rule numbers are given in parentheses after the
specific instructions.

I. Personal names (fields coded 100, 400, 600, 700, 800)

A. Surnames (x00 fields with first indicator 1 or 2)

The basic principle governing surname headings in AACR 2 is that the
form of the heading should agree exactly with the form of the name in
works by the person issued in his or her language, except that the
surname element of the name precedes the forename, and is separated
from the forename by a comma. (e.g. title page says "by John Smith";
heading is Smith, John) (22.1B)

1. Heading unchanged.

If the form of the name in the heading agrees with the form as it
appears in the book, without changes or additions, use the heading as
given. However, if the book being catalogued is not in the author's
language, verify the form of the name in books issued in the author's
language. Examples:

Form in book	Form in heading
John A. Smith	Smith, John A.
Lulu von Strauss und Torney	Strauss und Torney, Lulu von.
Jean de la Fontaine	La Fontaine, Jean de

If the heading is a compound surname, type an authority card (see
section on authority cards in Cataloguing manual), and trace a cross
reference from the part of the surname not used as the entry element
in the heading. (22.5C) Examples:

Examples:

Strauss und Torney, Lulu von.
 	
OCLC
 	
    x Torney, Lulu von Strauss
	Silva, Ovidio Saraiva de
	    Carvalho e.
	
	LC
	
	    x Carvalho e Silva, Ovidio
	       Saraiva de
	    x Saraiva de Carvalho e
	       Silva, Ovidio

2.   Acceptable additions and changes to headings

Retain additions to surname headings (i.e. data in subfields ‡c and ‡d) only in these cases:

a. Retain a date in subfield ‡d.

b. Retain titles of nobility and terms of honor and address (e.g. Sir, Dame, Lady, Lord, Baron, Graaf, Furst, marquise, etc.) <u>only</u> if they appear with the name in the book being catalogued. If they do not appear in the book, delete them from the heading, and record them on an authority card. (22.12)

c. Retain the word "Saint", even if it does not appear in the book. (22.13)

d. If the name in the heading consists of a surname only (with no forename), retain any word or phrase given in subfield ‡c (e.g. Moses, ‡c Grandma)

e. If the heading is for a woman identified by her husband's name, retain the term of address (Mrs., Frau, etc.) in subfield ‡c (22.15A)
Example: Ward, Humphry, ‡c Mrs.

f. Books not in the author's language.

Retain a form of the name in the heading that appears to be the form in the author's language, even if the book uses a different form (e.g. form in book: John Calvin; form in heading: Clavin, Jean. Retain form in heading)

Retain a form of the name in the heading that appears to be a standard romanization of a name originally written in a non-Roman alphabet (e.g. Russian or Arabic) (22.3C2)

If the difference between the form in the book and the form in the heading is great enough to affect filing, prepare an authority card and trace a reference from the form in the book.

Rev. June 1980

3. Unacceptable headings

    a. Name in heading different from name in book

    If a person is represented by one name in the book being catalogued, and
by a different name in the heading, change the heading to the name used
in the book. Prepare an authority card, and trace a reference from the form
originally used as the heading. Thus, we will change from real name to
pseudonym for an author who regularly writes under a pseudonym, and to the
new name for an author who has changed his or her name. (22.2C) Example:

        Heading: Clemens, Samuel Langhorne, 1835-1910.
        Form in book: Mark Twain
        Change heading to: Twain, Mark, 1835-1910.
        Authority card:

> Twain, Mark, 1835-1910.
>
> LC (Clemens, Samuel Langhorne, 1835-1910)
>
> x Clemens, Samuel Langhorne
> x Mark Twain

    b. Initials.

    If one or more of a person's forenames are represented by initials in
the book, but the heading gives complete forename(s), change the heading to
the form used in the book, and add the full names in parentheses after the
initials. If this results in changing the first forename from full name
to initial, prepare an authority card and trace a reference from the form
with full names. (22.16)

Example: Heading: Lawrence, D. H. (David Herbert), 1885-'
              Form in book: D. H. Lawrence
              Change in heading to: Lawrence, D. H. (David Herbert), 1885-'
              Authority card:

> Lawrence, D. H. (David Herbert), 1885-1930.
>
> OCLC (Lawrence, David Herbert, 1885-1930)
>   x

    If one of the elements of a compound surname is represented by an
initial in the book, but the complete name is given in the heading, change
the heading to the form with the initial and add the full form of the surname
in parentheses. Prepare an authority card, and trace a reference from the
full form of the surname, and from the part of the surname not used as the
entry element. Example:

        Heading: Rodríguez Hernández, Guadalupe
        Form in book: Guadalupe Rodríguez H.
        Change heading to: Rodríguez H., Gauadalupe (Rodríguez Hernández)
        Authority card:

> Rodríguez H., Guadalupe (Rodríguez Hernández)
>
> LC (Rodríguez Hernández, Guadalupe)
>   x
>
> x Hernández, Guadalupe Rodríguez

If a person's name is represented only by initials in the book, but the heading consists of the complete name, change the form in the heading to the initials, in direct order, and add the full name in parentheses. Prepare an authority card, and trace a reference from the full name, and a name-title reference from an inverted form beginning with the last letter of the initialism. Example

Heading:	Doolittle, Hilda, 18861-1961
Form in book:	The flowering of the rod by H. D.
Change heading to:	H. D. (Hilda Doolittle)', 1886-1961.
Authority card:	

H. D. (Hilda Doolittle), 1886-1961.

LC (Doolittle, Hilda, 18861-1961)
    x
    x D., H.
        The flowering of the rod

c.   Unacceptable additions.

Delete from a surname heading any additions (i.e. data in subfields $\neq$c) not specifically authorized in I.A.2. above, unless there is an authority card in our AACR 2 authority file for the name with the addition. This would indicate that two persons with the same name have been encountered, and the addition has been provided to resolve the conflict. Therefore, unless they are needed to resolve conflicts, descriptive words and phrases, and titles of nobility and terms of honor and address not found with the name in the book will be deleted from headings. In all such cases, prepare an authority card and record the additional data. Example:

Heading:	Owen, Geoffrey, Rector of Paddington.
Form in book:	Rev. Geoffrey Owen, Rector of Paddington.

Delete descriptive phrase from heading, and record form with descriptive phrase on authority card.

B.   Forename heading.

Under AACR 2, the form of heading for persons entered under forename (x00 fields with first indicator 0) is determined primarily by the form used in reference books in which the person's name is found (22.8). We will therefore assume that the heading found in cataloguing retrieved from OCLC or from NUC is correct, unless the name is not in an English form, or unless one of the adjustments specified below is required.

1.   Names in English form.

AACR 2 prescribes that forename headings be established in an English form of the name, if the name "has become well established in an English form in English language reference sources." (22.3B3). Therefore, if the record shows a forename in a non-English form, make a print-out and refer the heading to a cataloguer or to the principal cataloguer.
Examples:
            Johannes de Garlandia, ≠d 13th cent.
            Johann von Würzburg, ≠d fl.1314.

2. Descriptive terms.

Under AACR 2, a comma precedes a descriptive work or phrase, or title, found with the name in reference sources. Supply a comma if it is not already present in the record. Example:

Record shows: 600 00   John of Vercelli, ǂd ca.1200-1283.
Change to: 600 00   John, of Vercelli, ǂd ca.1200-1283.

3. Titles of monarchs and popes.

A forename heading for a monoarch or pope (king, queen, emperor, empress, or pope), which is followed by the title, should not also include additional titles or epithets 22.17A3, 22.17B). If a heading is found with such additions to the title of a monarch or pope, delete the additional titles, etc. Record the additional titles, etc. on an authority card, and trace a reference from the name with the additional titles. Do not include numerals in the forms referred from.

Example: Record shows: 600 00   Louis ǂb IX, ǂc Saint, King of France
                                            ǂd 1214-1270.

        Change to: 600 00   Louis ǂb IX, ǂc King of France,
                                            ǂd 1214-1270.

Authority card:

```
 ┌─────────────────────────────────────────────────────────────┐
 │        Louis IX, King of France, 1214-1270                   │
 │  OCLC (Louis IX, Saint, King of France, 1214-1270            │
 │                                                              │
 │        x Louis, Saint, King of France                        │
 └─────────────────────────────────────────────────────────────┘
```

II. Corporate names.

As with personal names, AACR 2 requires entry of a corporate body under the name by which it is predominantly identified in the chief sources of information (title page, cover title, etc.) of works issued by that body in its own language, whenever this is possible. The chief variation arises from rules that require entering the body as a subdivision of a higher or related body or under a government. Therefore, if the name in the heading is the same as the name on the title page, use it without change.

A. Variant forms.

If the book being catalogued has more than one form of the corporate body's name, refer the record to a cataloguer to determine the correct form. This is necessary even if the form in the heading agrees with one of the forms in the book, since AACR 2 will sometimes require a different choice among forms (24.2)

B. Conferences.

If a conference heading is used, enclose subfields ǂb, ǂc, and ǂd in a single set of parentheses and change the order of the elements so that subfield ǂd precedes subfield ǂc. Note that the subfield delimiter must precede the first parenthesis. Examples:

Change from: 111 20   Name, ǂb number, ǂc place, ǂd date.

                            to

                    111 20   Name ǂb (number : ǂd date : ǂc place)

Change from: 711 20   Name, ǂc place, ǂd date.

                            to

                    711 20   Name ǂd (date : ǂc place)

C.   Corporate headings beginning with geographic names. (Headings with first indicator 1 following the tag no.)

If a corporate entry has a geographic name as the first element, followed by a corporate name in subfield ǂb, it may be necessary to delete the geographic name from the heading. The heading should be used unchanged only if it falls into one of these categories.

1. The name in the subdivision (the name in subfield ǂb) contains "a term that by definition implies that the body is part of another, e.g. department, division, section, branch, and their equivalents in other languages." (24.18, type 1)

2. The name in the subdivision (the name in subfield ǂb) contains "a word that normally implies administrative subordination (e.g. committee, commission), providing the name of the government is required for the identification of the agency." (24.18, type 2)

3. The heading is for a legislative body (Congress, Parliament, Assemblée nationale, etc.) (24.18, type 5)

4. The heading is for a court (24.18, Type 6)

5. The heading is for one of the "principal armed services" (24.18, Type 7)

6. The heading is for a chief of state or head of government (22.18, Type 8) Examples:
     United States. President;   Great Britain. Sovereign;
     Montréal. Mayor;   Illinois. Governor

7. The heading is for an Embassy or Consulate (22.18, Type 9)

If the heading does not fall into one of the categories listed above, or if you are uncertain whether or not it falls into one of those categories, refer the record to a cataloguer.

D.   Form of geographic names.
For the most part, geographic names have the same form under AACR 2 as under previous sets of rules. There are a few differences, however.

1. Additions to place names will always be placed in parentheses (23.4A) Example:
            Champaign (Ill.)

2. As AACR 2 is interpreted by the Library of Congress and this library, the name of a larger jurisdiction will always be added to local place names (23.4B) Examples:

Rev. June 1980   Chicago (Ill.)   Paris (France)   London (England)

3.   The word "County" should be spelled out when it occurs as part
of a local place name. (23.5)
    So change from: 651 -0   Champaign Co., Ill.

                                         to

                            651 -0   Champaign County (Ill.)

E.   Some specific name changes to watch for:

    1.   Change Russia to Soviet Union.

    2.   Change Germany (Federal Republic, 1949-   ) to Germany (West)

    3.   Change Germany (Democratic Republic, 1949-   ) to Germany (East)

    4.   Although the rules consistently use the correct form United Kingdom
         in the examples, Library of Congress and this library will continue
         to use Great Britain.

    5.   Change (Korea (Republic) to Korea (South):
         Change Korea (Democratic) People's Republic) to Korea (North)

III. Uniform Title.

    A uniform title is the original title or the best known title of a
work issued with different titles, often in different languages. The
uniform title serves to bring together in the catalogue these various
manifestations of a work.

    A uniform title may be a main entry in its own right (e.g. Bible)
or it may be used with a personal or corporate main entry. In the past,
this library has used uniform titles as main entries, but has not printed
them on cards with personal or corporate main entry.

A.   Main entry.

    Most uniform titles used as main entries will not be changed by the
application of AACR 2. For the Bible, the only change will be in the form
of the heading for numbered books. That is:

    Change   130 00   Bible. /p N.T. /p I Corinthians

                                    to

                        130 00   Bible. /p N.T. /p Corinthians, 1st

    Change   130 00   Bible. /p N.T. /p 2 Corinthians

                                    to

                        130 00   Bible /p N.T. /p Corinthians, 2nd

So also change to   Bible.   N.T.   John, 1st
                        Bible.   N.T.   John, 2nd
                        Bible.   N.T.   John, 3rd
                        Bible.   N.T.   Thessalonians, 1st
                        Bible.   N.T.   Thessalonians, 2nd
                        Bible.   N.T.   Timothy, 1st
                        Bible.   N.T.   Timothy, 2nd
                        Bible.   O.T.   Chronicles, 1st

```
Bible.  O.T.  Chronicles, 2nd
Bible.  O.T.  Kings, 1st
Bible.  O.T.  Kings, 2nd
Bible.  O.T.  Samuel, 1st
Bible.  O.T.  Samuel, 2nd
```

With the exception of the change noted above, all other headings should be usable as retrieved from OCLC. Other uniform title entries (coded 130, 630 or 730) should be checked by a cataloguer.

B.   Added to Main Entry (coded 240)

Although uniform titles still will not print on our cards, they should be added to the records we use whenever the rules call for them, so that they will be available in our machine readable catalogue.

1.   Translations:

Whenever we catalogue a translation, a uniform title (usually the original title in the original language) should be supplied as a uniform title, in this form:

```
100 10  Goncourt, Edmond de.
240 14  Les frères Zemganno. ≠1 English.
245 14  The Zemganno brothers.
```

Note that the name of the language into which the work is translated is given in subfield ≠1 (for more detailed instructions, see AACR 2, rule 25.5D). Note also the use of second indicator 4, to show the presence of an initial article. The first indicator 1 indicates that the uniform title should be displayed in the catalogue record.

The uniform title for early works — written before 1501 — is based the title found in reference sources. Editions and translations of such works should be referred to a cataloguer to have the uniform title formulated.

2.   Editions.

If the record for the work being catalogued has a note indicating that another edition of the work has been issued with a different title, refer the record to a cataloguer, to determine whetehr or not a uniform title is required under rules 25.2A & B.

3.   Special rules.

There are special rules for uniform titles for music and for legal materials. Music cataloguers and law cataloguers are responsible for the application of these rules.

IV. Series.

Under AACR 2 (rules 21.30L), series are to be traced unless they fall into one of these 3 categories:

1.   The items in a series are related to each other only by common physical characteristics
2.   The numbering suggests that the parts have been numbered primarily for stock control or to benefit from lower postage rates.
3.   All the parts of a series are entered under the heading for one person.

Rev. June 1980

We will therefore trace all series that do not fall into one of the 3 categories listed above. This means that some series will be traced for the new catalogue, even though they were not traced for the old.

Under AACR 2, virtually all series will be entered under title. This will require that series entered under corporate author plus title on cataloguing retrieved from OCLC or a printed source will have to be changed.

A.   Already traced as a title.

If the record in hand traces the series as a title (i.e. an OCLC record with series note tagged 440, or with series tracing tagged 840), use it unchanged.

If the record in hand traces the series as corporate author plus title (i.e. an OCLC record with the series note tagged 410 or 411, or with the series note tagged 490 1 with 810 or 811 in the tracing) change the series to a title form.

If the record in hand does not trace the series (i.e. an OCLC record with the series note tagged 490 0), but it should be traced under AACR 2, change the record so that the series is traced under title.

The form of the series title is determined by its appearance in the book being catalogued. If the series title as found in the book and recorded in the 4xx field is sufficiently distinctive to identify the series change the series note tag to 440, adjust indicators to show presence or absence of initial article, adjust wording of series note if necessary, and insert ǂv before series number if any. Delete any 810 or 811 tracing for the series. Note that a series title which includes the name of an issuing body as an integral part of the title will normally be sufficiently distinctive. For example, if the record shows:

490 1   Publications of the Institute of Economic Research ; 7
810 2   Institute of Economic Research, Dharwar. ǂt Publication ; ǂv

         change to

440 0   Publications of the Institute of Economic Research ;ǂv 7

and delete the 810 field.

If the series title consists solely of a general word or phrase, so that it will not serve to identify the series, it will be necessary to add a qualifier in parentheses to the series title (usually the name of the issuing body or the place of publication). This use of qualifiers is described in detail in LC's Cataloging service bulletin, no.5, summer 1979. An example is given here:

If the record shows:

  490 1 Symposia - Institute of Biology ; 5
  810 2 Institute of Biology. ǂt Symposia ; ǂv 5

      or

  410 2 Institute of Biology. ǂt Symposia, ǂv 5

change to

  490 1 Symposia/Institute of Biology ; 5
  840 0 Symposia (Institute of Biology) ; ǂv 5

A blue series authority card should be prepared for every traced series, and filed in the new AACR 2 authority file. Series authority cards will be interfiled with yellow name authority cards. If a series is issued by a corporate body other than a commercial publisher, a cross reference should be traced from a heading consisting of corporate entry plus title. Thus, for the example given above, an authority card should be prepared showing:

+--+
| |
| Symposia (Institute of Biology) |
| |
| |
| x Institute of Biology. |
| Symposia. |
| |
+--+

A revised procedure for series authority cards is being prepared, to which will be added a copy of the LC Cataloging service bulletin no.5, referred to above.

If there is any doubt about the correct treatment of a series, refer the record to a cataloguer.
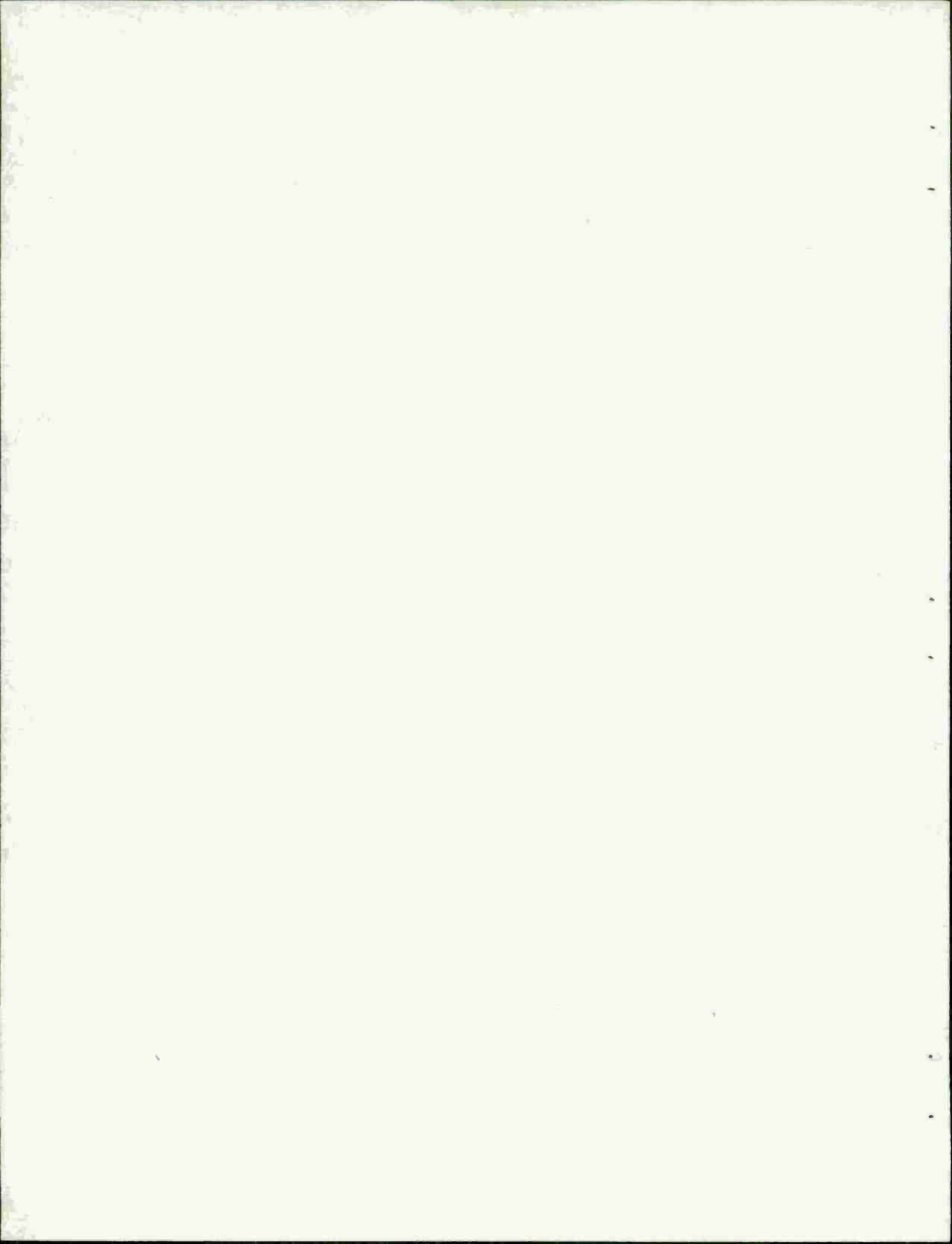
APPENDIX I

FEDERAL LIBRARY COMMITTEE (FLC) UPDATE

J. RILEY

Serving the collective needs of federal agencies for more efficient and effective information services to the government and the nation at large, the Federal Library Committee conducted the following studies, projects, contracts, and services to achieve better use of federal library resources and facilities and to provide more effective planning, development, and operation of federal libraries and information centers.

Many commercial information services used by federal libraries, particularly automated information services, offer economies of scale such as lower rates to high-volume users, which are attainable to many agencies only by pooling resources and consolidating certain administrative functions.

The Federal Library and Information Network (FEDLINK), a membership, self-supporting organization of the Federal Library Committee, offers such centralized, cooperative services to all federal library and information centers. The FLC/FEDLINK office provides coordination and cooperation with nonfederal libraries and information centers as well, through various activities, such as: sharing its federal telecommunication lines with the Bibliographic Center for Research (Denver), contracting with network offices to assist federal libraries in the field, participating in the planning and presentation of training programs, acting on the advisory committees and councils of computerized bibliographic networks, and serving as federal representatives and consultants to networks, library organizations and associations, and the information community as requested.

Thus, through such activities the FLC is fulfilling its purpose to work toward achieving better use of federal library resources and facilities, which as a consequence should promote more effective federal service to the nation at large. An update of services is as follows:

FEDLINK

Since its founding in 1974, FEDLINK has grown to almost 400 members nationwide, cooperating on 13 online services that resulted in 365 interagency agreements with FLC/FEDLINK in FY 1980, which figure had increased to over 500 by April 1981.

Online Cataloging Services

FLC/FEDLINK's online shared cataloging service contract with OCLC, Inc., has grown from 250 federal libraries and information centers in FY 1979 to over 300 in 1981. FEDLINK's access to OCLC's data base of over 6,800,000 records and 68,000,000 holdings-symbols input by over 2,300 members is available to FLC/FEDLINK members via GSA's discounted, dedicated high speed Telpak telecommunication service and also through Tymshare, a commercial telecommunications network using dial-up local telephone connections. Unfortunately, the Telpak service has just been discontinued this month, May 1981; and, at the same time, AT&T has increased its telecommunications charges, thus greatly increasing the cost for dedicated online access to OCLC. The federal records added to the OCLC data base since July 1, 1976, consist of approximately 2,300,000 logical records that are growing at a rate of 65,000 logical records a month, an increase of 50,000 records per month over last year.

The federal data base has been made available to the membership for the production of customized products such as Computer Output Microfilm/Fiche (COM), book catalogs, accessions lists, regional union catalogs, special awareness bibliographies, and member's circulation and acquisitions systems through tape processing contracts with Blackwell North America (B/NA) and Informatics.

The major OCLC related activities of 1980 have been to prepare for the new Acquisitions Subsystem by updating all FEDLINK/OCLC member addresses on the new Name Address Directory (NAD); to conduct the network's extensive cataloging training program in late 1980 and early 1981 to assist members in the conversion to the second edition of the Anglo-American Cataloging Rules (AACR-2), to begin preparation of an FLC/FEDLINK standard for the input of local data in the OCLC system, and to increase the quality of all data input by FEDLINK members through the reactivation of five quality control committees. Twelve 3-day AACR-2 cataloging workshops were planned for December 1980 through June 1981, to be conducted in Washington, D.C.; Philadelphia; St. Louis; Knoxville; San Francisco; New Orleans; and Atlanta.

In order to offer members alternative or additional online cataloging and related services, FLC/FEDLINK signed contracts with the Washington (State) Library Network (WLN) and the Research Library Group (RLG) for access to its Research Library Information Network (RLIN).

Online Retrieval Services

FLC/FEDLINK procured a consolidated request for waivers from GSA for the Teleprocessing Services Program (TSP) and Delegation of Procurement Authority (DPA) to cover ten online retrieval services: Bibliographical Retrieval Services (BRS); Lockheed, DIALOG; Mead Data Central, LEXIS/NEXIS; System Development Corporation (SDC), ORBIT; New York Times, INFOBANK; Legislate, Inc., LEGI-SLATE; Participation Systems, Inc., POLITECHS/EIES; West Publishing Company, WESTLAW; Dow Jones; and the Research Libraries Information Network.

Bibliographic Retrieval Services (BRS)

FEDLINK began offering online retrieval services in FY 1977 upon signing a group rate discount contract with BRS. Membership on this contract grew from 90 libraries with 270 passwords in FY 1980 to 100 libraries with 300 passwords in mid-FY 1981. All of the files on BRS can be searched by authors, titles, key words, subjects, accessions numbers, report numbers, and other access points.

Lockheed

FLC/FEDLINK continued its group rate discount contract with Lockheed, the largest vendor of information retrieval services in the world, offering access to more than 120 separate data files.

Current FLC membership has grown from 66 libraries and 185 passwords in FY 1980 to 125 libraries and 400 passwords in FY 1981. The DIALOG system offers full text searching in addition to searching titles, abstracts, and subject identifiers and descriptors.

Mead Data Central

Growth continued on the contract with Mead Data Central (MDC) for LEXIS and NEXIS, 33 members up from 24 a year ago. The LEXIS service consists of the largest set of commercially available full-text legal files in the world, available to users through a specially designed terminal that allows easy access to the text of the U.S. Code; decisions of the U.S. Supreme Court, Court of Appeals, and the District Courts; as well as providing information in the areas of tax, securities, trade regulation, trademark, and copyright law.

The NEXIS service utilizing the same equipment, communications lines, and very similar software as the LEXIS service, provides access to the full text of the Washington Post, Dun's Review, The Economist, Newsweek, U.S. News & World Report, and the AP and Reuters wire services.

New York Times

FLC/FEDLINK signed a contract in FY 1980 with the New York Times Information Service for its INFORMATION BANK access to approximately two million news stories of the New York Times and 90 other publications. Through this service members also have access to the Key Issues Tracking System, the Advertising and Marketing Intelligence System, and the Associated Press Politics 1980 System. FEDLINK had one member on this system in FY 1980 and 34 in FY 1981.

System Development Corporation

Before the end of FY 1980, FLC/FEDLINK signed a contract for SDC's ORBIT system of over 50 files in the areas of health sciences, science and technology, scientific research, public affairs, business, and social science. Users are able to retrieve citations to technical reports, magazine and journal articles, monographs, and government documents using Boolean operators "and" "or" and "but not". By the end of the year seven members with 12 passwords were using this service and there are 55 members with over 100 passwords in FY 1981.

Legislate, Inc.

By the close of FY 1980, FLC/FEDLINK members had access via special terminals to LEGI-SLATE, a computerized bill and vote tracking system which includes a synopsis of every bill and resolution, committee and subcommittee actions, House and Senate floor actions, and all voice, division, and recorded votes. In FY 1981, there are 14 members using the service.

West Publishing Company

The West Publishing Company, one of the major legal publishing firms in the U.S. provides full text retrieval of many of its legal publications, e.g., federal and state legal codes, Supreme Court decisions, case laws, court opinions, and slip laws through its WESTLAW system. There are 6 members using the service as of mid-FY 1981.

Participation Systems, Inc.

The most recent FLC/FEDLINK contract is with PSI for its POLITECHS/Electronic Information Exchange System known as EIES. EIES can be used as an electronic office to exchange messages, conferences, and notebooks to support the exchange of inquiries and responses, comment on subjects of mutual interest, and prepare documents on-line for editing and eventual publishing. In addition to participation by members, the FLC/FEDLINK Office is investigating use of EIES to facilitate its communications with the members.

Others

The Dow Jones contract, signed recently, has three users, and 12 members are using the Research Libraries Information Network.

Shared Retrieval Services

To support shared retrieval services, FLC/FEDLINK continued the online user-defined service through BRS, originally called USERLINE. Seven IAGs for eight members and 15 passwords were processed on this service, two more than the previous year. This contract allows members to load their own data files for retrieval through the BRS system. To further support such services, contracts have been signed with: Lockheed, Mead Data Central, and West. Sixteen member agreements have been processed, allowing members to load their own data files.

Shared Acquisitions Services -- Sigma Data's DATALIB

FLC continued its shared acquisitions services program with Sigma Data Computing Corporation, which operates a minimcomputer system, DATALIB, allowing federal participants to share a common data base. Six members are participating in this service.

Other FLC Activities

Survey of Federal Libraries

The survey of federal libraries is being conducted by the FLC in co-operation with the Learning Resources Branch of the National Center for Education Statistics (NCES). The survey will update the findings of the Survey of Federal Libraries, FY 1972, and will provide data for the requirements of the Library General Information Survey (LIBGIS) of the NCES, which is in the final draft stage and is scheduled for completion in FY 1981.

Other

The evaluation report of an experimental project to use slow-scan television and telefacsimile equipment for transmission, communication, and exchange of information was completed.

The Federal Highway Administration (FHWA) and the Department of Transportation (DoT), completed program plans to conduct a study in cooperative cataloging with state transportation libraries during FY 1981. The purpose of the project is to demonstrate the usefulness of a cooperative cataloging activity for

state transportation libraries working with DoT and FHWA in sharing cataloging resources through the OCLC system. Project will begin during the third quarter of FY 1981.

The development of three educational programs; namely, instructional materials on chemistry for nonchemists; computer technology and information science applications; and continuing education course at the paraprofessional level were continued during the first half of FY 1981.

A library services productivity-measurement-survey instrument is being tested. The results will be reviewed by the productivity task force (which has representatives from Army, Department of Justice, General Accounting Office, National Bureau of Standards, and National Institutes of Health) with the assistance of the Office of Personnel Management.

In December 1980, a contract was signed with Systems Control, Inc. (SCI), for the design and development of an automated library system for the National Oceanic and Atmospheric Administration's Library and Information Services Division (NOAA/LISD). The office coordinated the procurement on behalf of NOAA/LISD as a cooperative pilot project on the procurement and implementation of agency-based library network.

The contract is for a minicomputer system (TANDEM T16 dual processor) programmed for acquisitions, local catalog maintenance, and other library applications with an interface to OCLC.

The development of detailed specifications and the initial users' manuals began in January 1981. To date, users' manuals for the Acquisitions and for the Catalog Maintenance Subsystems have been drafted, along with the completed specifications for the computer room at NOAA/LISD. The computer has been purchased and installed at SCI where it is being used for the ALIS systems development. Later, this year the hardware will be moved to NOAA/LISD in Rockville, MD, for installation of the Acquisitions and Cataloging Subsystems.

The Intergovernmental Library Cooperation Project concentrated its efforts in data gathering through meetings with federal libraries both in the field and in the Washington area. Field visits were held in Regions VI (Arkansas, Louisiana, New Mexico, Oklahoma, and Texas) and IX (Arizona, California, Hawaii, Nevada, and the Pacific Islands). In addition, over 20 major federal agencies in the Washington area were visited. The subject of discussion was the current status of cooperation and resource sharing between federal libraries and between federal and nonfederal libraries. Also, information was obtained on the relationships of the parent agencies, the regional offices, and the field libraries; and problem areas that impinged on the provision of effective service were explored, as well as the current status of the use of automation in providing library and information services internally and to other libraries involved in cooperative arrangements. A 13-member Advisory Committee was organized, and two meetings were held.

Plans for installation of an office automation system have progressed to the point of delivery of a WANG VS minicomputer on March 31, 1981. The new system will offer the staff four workstations for word processing and other automated services. The system has been acquired to ultimately replace the single WP

workstation currently in use. In addition to the expanded WP facilities, the system will be programmed by the staff for maintenance and control of correspondence, preparation of monthly statements, a customer information file, mailing list, scheduling, and schedule announcements.

APPENDIX J

CAREER PROGRAMS AND POSITION CLASSIFICATION STANDARDS

I. OMDAHL
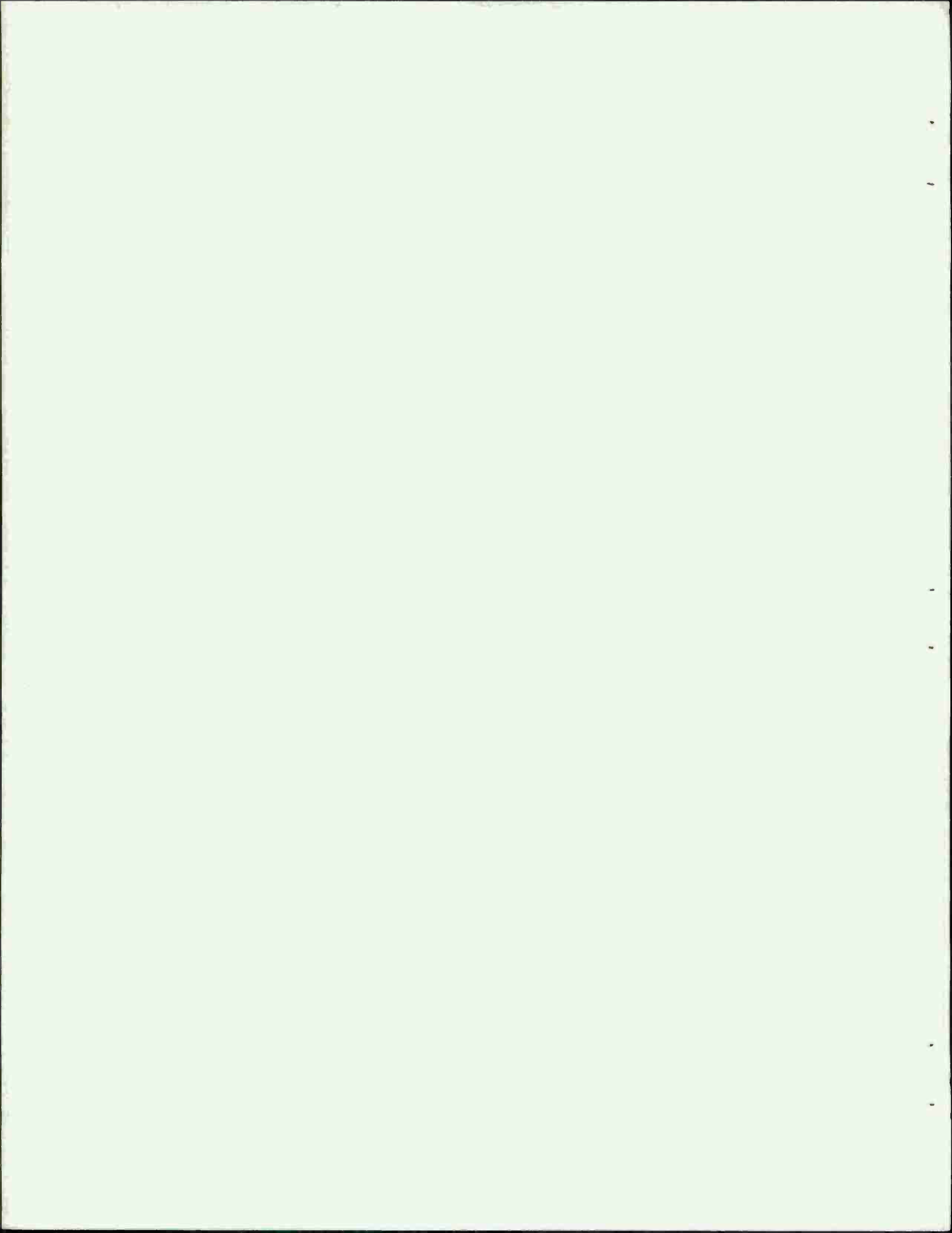
SKAP STANDARDS AND/OR PERFORMANCE STANDARDS

1. THE CIVIL SERVICE REFORM ACT OF 1978 TIED VARIOUS PERSONNEL
ACTIONS TO THE PERFORMANCE APPRAISALS OF INDIVIDUAL FEDERAL EMPLOYEES.
PROMOTIONS, REASSIGNMENTS, STEP-INCREASES, AND TRAINING, AMONG OTHERS,
WILL ALL BE BASED ON THE RESULTS OF PERFORMANCE APPRAISALS.

2. WITHIN THE ARMY'S CAREER PROGRAMS WE HAVE A RATING SYSTEM FOR SKILLS,
KNOWLEDGES, AND PERSONAL CHARACTERISTICS, REFERRED TO AS SKAP. THE
SKAP SYSTEM INCLUDES STANDARDS FOR PERFORMANCE WHICH ARE USED SPECIFICALLY
TO RECOMMEND CAREERISTS AS HIGHLY QUALIFIED OR QUALIFIED FOR PROMOTION
AS WELL AS RECOMMENDATIONS FOR DEVELOPMENTAL ASSIGNMENTS. THE SKAP
RATINGS ARE REVIEWED BY A SCREENING PANEL AND THE FINAL DETERMINATION
ON RATINGS TO BE ASSIGNED TO THE VARIOUS SKAP ELEMENTS LIES WITH THE
SCREENING PANEL. IN ADDITION, THE PANEL REVIEWS PROJECTED INDIVIDUAL
DEVELOPMENT PLANS AND MAKES COMMENTS AS APPROPRIATE.

3. IN OTHER WORDS, THREE ACTIONS (PROMOTION, REASSIGNMENT, AND TRAINING)
ARE INFLUENCED BY THE SKAP RATINGS. THE LAW SAYS THESE
RECOMMENDATIONS MUST BE BASED ON PERFORMANCE STANDARDS.

4. THE ARMY, IT APPEARS, HAS SEVERAL CHOICES IN DECIDING WHAT TO DO
ABOUT THE SITUATION:
    A. ONE, OF COURSE, WOULD BE TO DISCONTINUE THE CAREER PROGRAMS.
SO FAR IT DOESN'T SOUND LIKE THAT IS CURRENTLY ONE OF ARMY'S CONSIDERA-
TIONS. ON THE CONTRARY, ALL I HAVE HEARD SO FAR, APPEARS TO ASSUME THE
RETENTION OF THE CAREER PROGRAMS.

B.   ANOTHER POSSIBILITY APPEARS TO BE TO RETAIN THE PRESENT
SYSTEM WITH PERHAPS SOME MODIFICATION;   THAT IS, HAVE PERFORMANCE
STANDARDS AS WELL AS SKAP STANDARDS AND SOMEHOW CONSIDER BOTH TOGETHER
DURING SCREENING PANEL REVIEWS.   THE CIVILIAN PERSONNEL CAREER PROGRAM
IS WORKING WITH OFFICE OF PERSONNEL MANAGEMENT IN AN EXPERIMENT OR A
TEST TO IMPROVE THE SKAP STANDARDS AND PERHAPS MAKE THEM MORE MEASURABLE.

C.   A THIRD POSSIBILITY WOULD BE TO DO AWAY WITH SCREENING PANELS
ALTOGETHER.   ONE OR TWO OF THE CAREER PROGRAMS IS TESTING THIS OPTION.
THE BASIS THEY ARE WORKING ON NOW IS TO ACCEPT THE REVIEWER'S RATING
AS THE FINAL ONE AND REFERRAL RECOMMENDATIONS WOULD BE BASED ON THIS.
A PLANNING BOARD, OR SOME SUCH GROUP, WOULD PROBABLY ESTABLISH THE
CRITERIA FOR HIGHLY QUALIFIED AND THE REVIEWER'S RATING WOULD BE COM-
PARED WITH THE ESTABLISHED CRITERIA.

D.   A FOURTH POSSIBILITY IS TO MAKE THE SKAP STANDARDS FOR FUNCTIONAL
ELEMENTS MEASURABLE AND USE THEM IN DETERMINING PERFORMANCE LEVELS.

5.   ALL CHOICES HAVE DISADVANTAGES AND ADVANTAGES:

A.   DOING AWAY WITH CAREER PROGRAMS WILL BE PERCEIVED AS AN ADVANTAGE
TO MANY.   PERSONNEL ACTIONS WOULD BE SUBJECT TO THE MERIT SYSTEM AND
HANDLED LOCALLY.   THIS DECISION WOULD ELIMINATE INTERNS NOW HIRED ON THE
CENTRALIZED SPACES, WOULD ELIMINATE SOME OF OUR TRAINING SUPPORT, AND
IT WOULD ELIMINATE THE FILING OF ONE APPLICATION FOR ARMY-WIDE REFERRAL
CONSIDERATION.

B. BRINGING THE PERFORMANCE AND SKAP STANDARDS CLOSER TOGETHER BUT STILL KEEP THEM AS TWO SEPARATE RATING SYSTEMS WOULD PROBABLY RESULT IN THE LEAST CHANGE TO OUR PRESENT SYSTEM. ONE OF THE PROBLEMS, IN MY OPINION, WOULD BE THE USE OF THE LOCAL PERFORMANCE STANDARDS. SCREENING PANELS WOULD HAVE AN EXTREMELY DIFFICULT JOB IN COMPARING ONE CAREERIST'S STANDARDS AGAINST ANOTHER'S.

C. DOING AWAY WITH SCREENING PANELS WOULD ELIMINATE A VERY COSTLY ACTIVITY AND MANY OF US WOULD WELCOME NOT HAVING TO PARTICIPATE IN THE PANELS. I THINK, HOWEVER, THAT THIS APPROACH MAY BE LESS EVENHANDED TO THE CAREERISTS. ALMOST INVARIABLY THE REVIEWER SUPPORTS THE SUPERVISOR'S RATINGS SO HAVING THE REVIEWER'S RATING AS THE FINAL ONE WILL BE AN ADVANTAGE TO MANY CAREERISTS BUT IT WILL BE A DISADVANTAGE TO OTHERS. GRADUALLY I SHOULD THINK, MOST CAREERISTS WOULD BECOME "EXCELLENT" AND THIS WOULD MEAN THAT NOONE IS EXCELLENT.

D. HAVING MEASURABLE SKAP STANDARDS WOULD HAVE THE ADVANTAGE OF EVERYONE AT THE SAME GRADE LEVEL MEASURED AGAINST COMMON STANDARDS. AS WE ARE EXPERIENCING NOW, THE INTERPRETATION OF THE STANDARDS WILL VARY, BUT IT WOULD NOT BE AS DIFFICULT TO COMPARE ONE SET OF STANDARDS AGAINST ANOTHER AS IT WOULD BE WHEN INDIVIDUALS ARE RATED AGAINST DIFFERENT STANDARDS.

6. WE WOULD LIKE TO TRY THE FOURTH ALTERNATIVE, THAT OF HAVING COMMON, MEASURABLE SKAP STANDARDS. IT MAY TURN OUT TO BE AN IMPOSSIBLE TASK BUT WE THINK IT WOULD BE WORTH A TRY. AND WE WOULD LIKE YOUR HELP.

169

7. AT THIS POINT WE WILL BREAK INTO 6 GROUPS, EACH GROUP TO LIST
MAJOR ELEMENTS AND TASKS FOR VARIOUS PROFESSIONAL FUNCTIONS. THE SIX
GROUPS ARE: ACQUISITION, CATALOGING, SELECTION, OTHER TECHNICAL SERVICES
FUNCTIONS, PUBLIC SERVICES, AND ADMINISTRATION/MANAGEMENT. THE GROUP
LEADERS WILL BE JIM BYRN, DON KOSLOW, LOUISE NYCE, BARBARA STEVENS,
NELL STRICKLAND, AND MYSELF. I AM ACTUALLY TAKING TOM RUSSELL'S PLACE
SINCE HE CAN'T BE HERE.

ANY QUESTIONS?

APPENDIX K

THE LIBRARY FROM A USER'S POINT OF VIEW

L. OSTUNI

USER VIEWPOINT

At the U. S. Army Armament Research and Development Command I'm part of an office whose main function is determining User needs of ARRADCOM products. It is a switch for me today to be asked to speak as a User. My normal job experiences have indicated that ARRADCOM has many Users with very different views as to what is needed. I'm sure that is also true of the Users of Library services. However, I will give you my opinion as one User viewpoint. First, I am going to describe three experiences in the use of Library services which will form the foundation for subsequent comments.

In the early days of my career I worked as a technician in the chemistry laboratory at Colgate Palmolive Company in Jersey City. In this assignment, I worked for a senior chemist and basically my job was to prepare detergent formulations to written specifications. It was not an intellectually demanding assignment; however, they had a policy within that laboratory that made a substantial impression on me. Each technician was required to visit the Library on a regular basis; failure to do this was considered substandard performance. It was expected that the research personnel, regardless of level, maintain an awareness of the key developments in that industry. This is the traditional use of Library services, i.e., support the researcher.

The second example involves a more recent experience. In the Armament business when we have a major item failure we utilize a technique called "Root Cause Analysis" to which as indicated by the name of the technique is to find the root cause of the failure. Inherent in this technique is the postulation of many different ways the failure could occur. I noticed one individual was very

173

effective in the use of this technique and his approach to these failures was
very simple. He was familiar with a data base in our Information Center that
contained material failures experienced by companies and government laboratories
throughout the country. In many cases the specific failure had occurred else-
where and corrective action was straight-forward. The big question is not why
this individual used the data base, but why did the other engineers not use
this valuable service. In this example, the information services were used
on a real time basis to solve an operational problem. This is not a new use
of Library services, but it is not as widespread as would be justified by the
current state of specialized data bases.

The third example introduces a new User of library services, namely top management.
A decision had to be made as to the direction to be taken relative to software
for a field computer. The major question was why military units that had the
computer were also using the old slide-rule technique. A query of the Defense
Documentation Center data base provided the information via Vietnam fire reports,
and top management had the necessary information to make their decision.

In the three cases mentioned above, we note a transition in Library usage from
the traditional researcher to the operating engineer and finally to top management.
In a rapidly changing world, information is the key to success at all levels of
an organization. It is my opinion that Library or information services will
migrate from a sideline support activity to the mainstream of organizational
decisionmaking. This will require changes in both the User and the Library
specialist. Before discussing some of the changes I think are warranted, let's

first look at some of the characteristics of the User; my focus will be on operating and top management, ignoring the pure research type who is experienced in using information services.

Managers for the most part are decision oriented when they utilize information services; i.e., they have an immediate problem,whether it be solving an item failure or deciding on a new direction for the organization. They are primarily in a reacting mode. In between these times the manager has little contact with the Library. New Library services are noted but have little impact. The Library services that are used are the ones that worked on the last problem. More often than we like to think, the Library services are not used at all and the manager attempts to solve the problem with the information available within his organization, the so called re-invent-the-wheel type of effort. If information is not immediately available then it's considered not to exist, often with drastic results.

Recent reorganization within DARCOM where foreign intelligence specialists are given greater visibility and impact on organizational plans is a reaction to the numerous past programs where the threat was not adequately considered. This is just the tip of the iceberg. A well run organization in today's environment must consider not only the threat but technology trends, energy availability, strategic metals availability, local impact of higher level studies, long-term forecasts of military doctrine, competitive systems, etc. Even at the operating level the technology changes in designs, materials, and processes represent a substantial information overload for the typical manager. What makes the problem worse is that the average manager does not have the time to read extensive bibliographies or periodical listings or any of the other outputs of modern Library services.

Also, studies conducted by MIT and my own experiences indicate
that engineers and scientists as a group tend to obtain their needed information
from other individuals verbally and as a group tend not to read. Obviously if
everyone in an organization did that, the organization would eventually be
cut off from the outside world and inevitably collapse. Information does get
into the organization but in a rapidly changing world this process cannot be
so haphazard. Changing it will not be easy. The typical User is anchored
in the problems inherent in managing day-to-day activities and has a passing
knowledge of Library services. The Library specialist is knowledgeable of all
the techniques to accumulate and rapidly access information but knows little
of problems being experienced in the organization. Communications between
these two groups will require a new link, someone who understands the new informa-
tion and also knows its implications to current problems/directions.

The insurance industry uses a technique where books, periodicals are screened and
materials on specific subjects are sent to item specialists who analyze the
new material relative to implications concerning current decisions and directions.
This analysis is forwarded to a central group where it is disseminated to key
managers; the implication of the new material to the managers' concerns is
highlighted. Similar activities will have to be conducted in other organizations.
As these activities become more widespread, it is my opinion that Library services
like the foreign intelligence specialists will be integrated within the mainstream
of organizational decisionmaking.

176

RESUME

LAWRENCE J. OSTUNI

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Dover, New Jersey 07801

TEACHING EXPERIENCE:

1978 –   FLORIDA INSTITUTE OF TECHNOLOGY GRADUATE SCHOOL
                                                ARRADCOM, Dover, New Jersey
                                    Systems Analysis and Management Information
                                    Systems.

1974 –   NEW JERSEY INSTITUTE OF TECHNOLOGY GRADUATE SCHOOL
                                                Newark, New Jersey
                                    Statistics, Logistics, Linear Programming and
                                    Operations Research.

1974 –   CREATIVE EDUCATION FOUNDATION, STATE UNIVERSITY
                                COLLEGE AT BUFFALO
                                    Creative Problem Solving.

EDUCATION: B CHEM ENG, Polytechnic Institute of New York
                                MS IND ENG & OPER RSCH, Polytechnic Institute of
                                New York
                                    Completed course work and doctoral qualifying
                                    exams in Operations Research from Polytechnic
                                    Institute of New York. On Leave of Absence;
                                    will resume studies during 1981.

                                    Completed Beginning, Advanced, Facilitor, and
                                    Instructor-Intern training in Creative Problem
                                    Solving from the Creative Problem Solving
                                    Institute, Creative Education Foundation,
   State University College at Buffalo, New York

WORK EXPERIENCE:

1971 – 1976   PICATINNY ARSENAL, Dover, New Jersey
                                    Chief, Systems Analysis Division, Plans Office

1976 – 1980   ARRADCOM, Dover, New Jersey
                                    Senior Operations Research Analyst

1980 –   Acting Chief, Systems Analysis Division,
                                    Requirements and Analysis Office
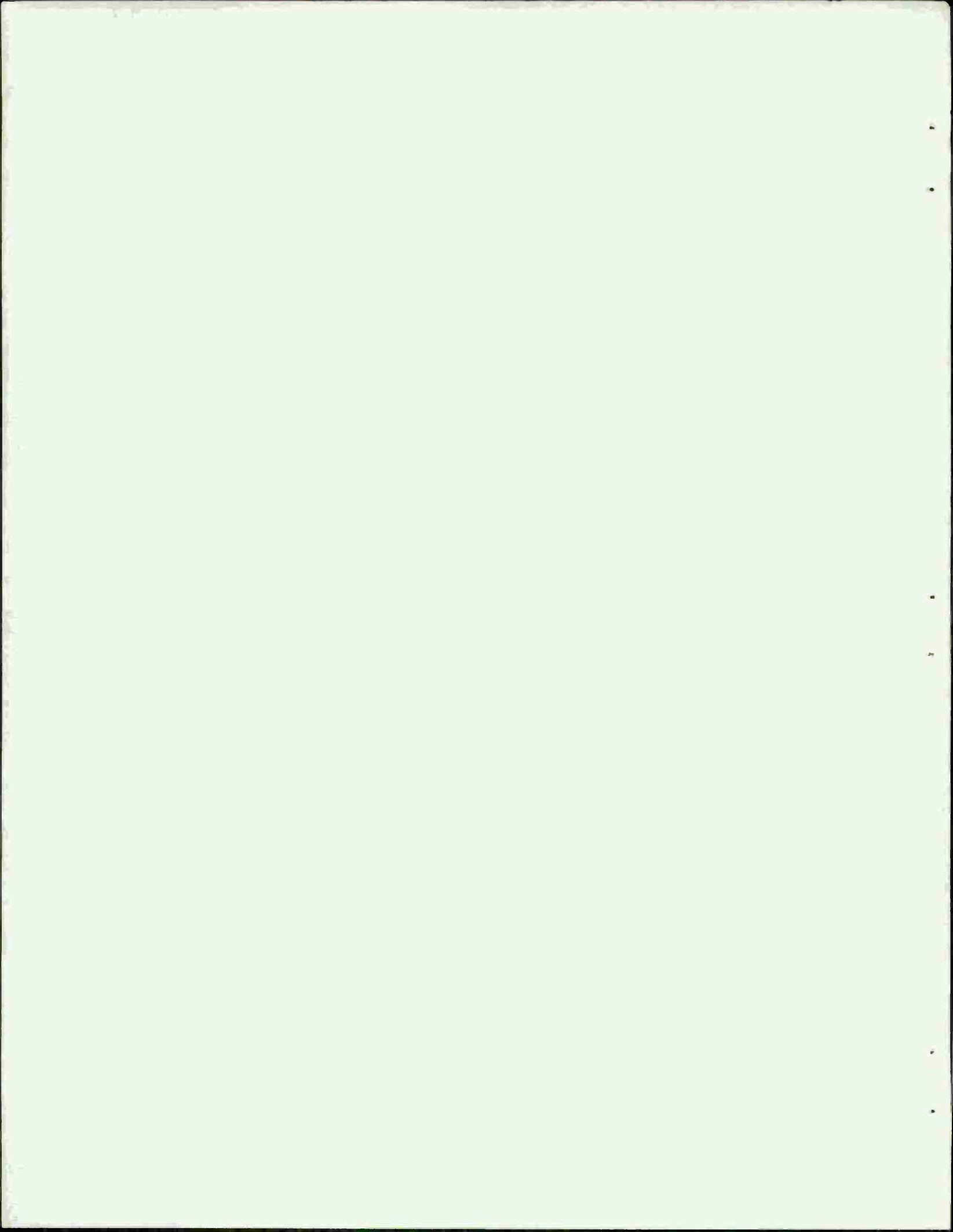
GLOSSARY

AACR-2	Anglo-American Cataloging Rules, Second Edition
ALC	Army Library Council
ALMO	Army Library Management Office
CITA	Commercial-Industrial-Type Activity
DTIC	Defense Technical Information Center
EIES	Electronic Information Exchange System
FEDLINK	Federal Library and Information Network
FLC	Federal Library Committee
ILL	Interlibrary Loan
ILS	Integrated Library System
OCLC	Online Computer Library Center
RSIC	Redstone Scientific Information Center
TOSG	The Office of the Surgeon General
TRADOC	Training and Doctrine Command
TRALINET	TRADOC Library Information Network
SKAP	Department of the Army Career Appraisal and Individual Development Plan
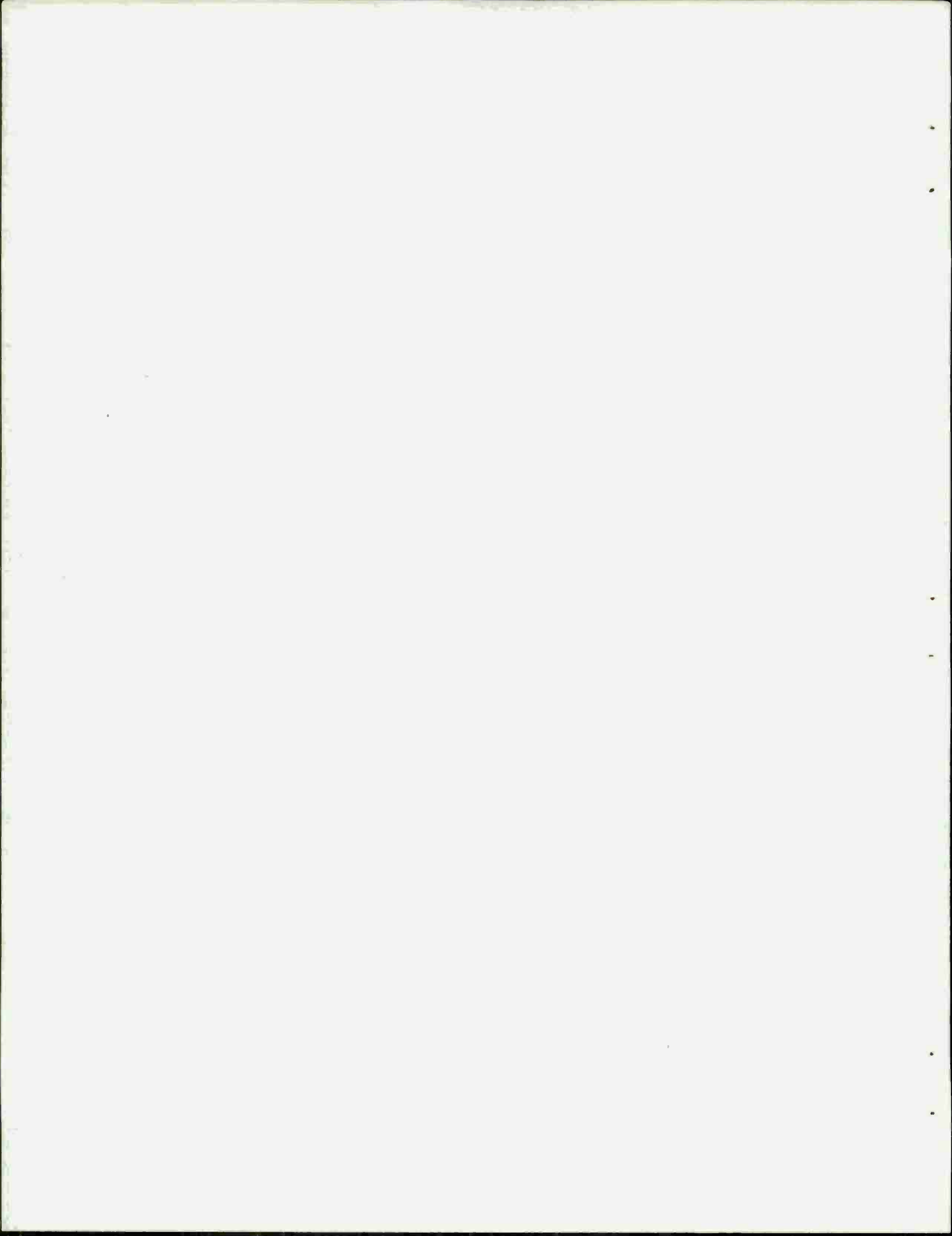
ROSTERS
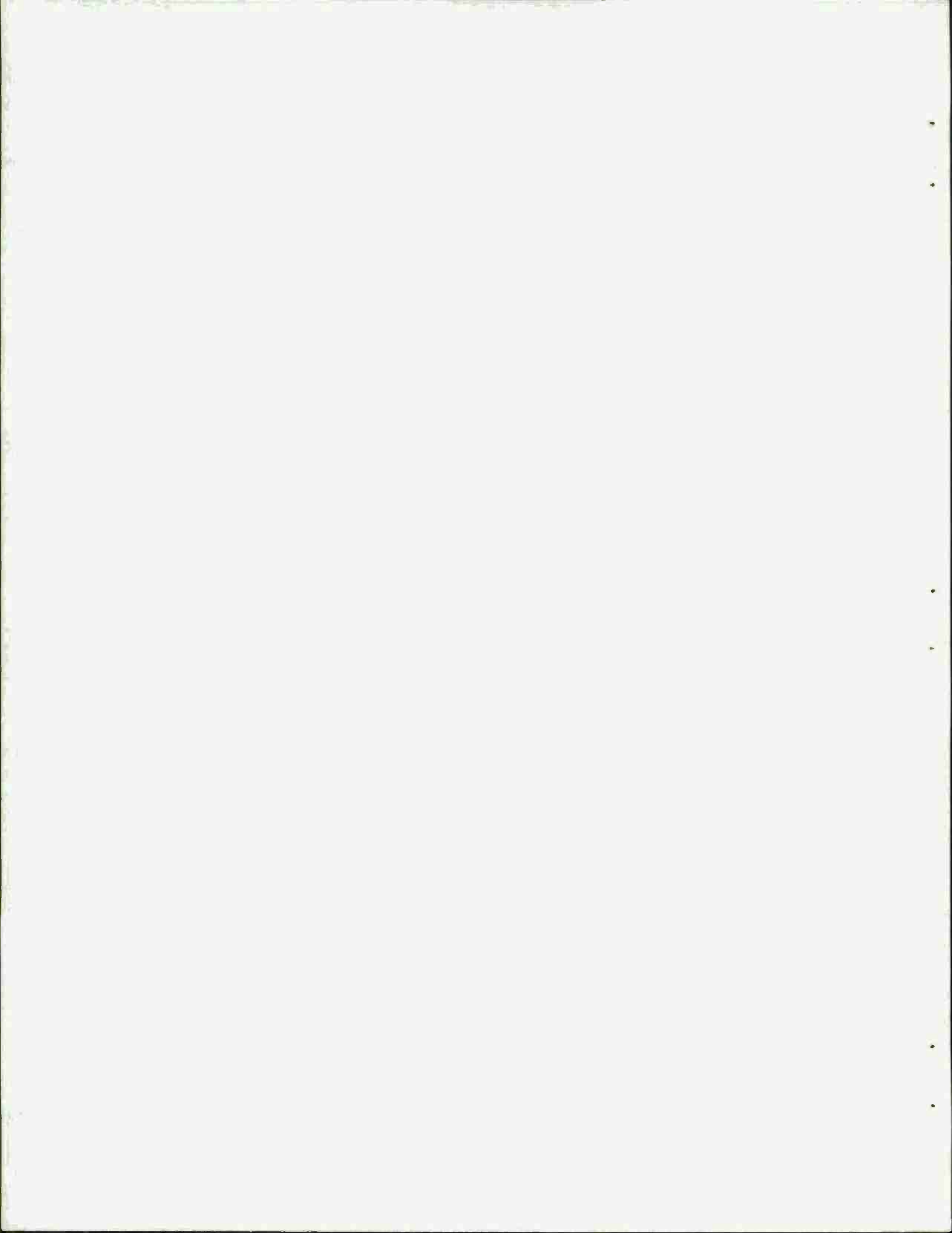
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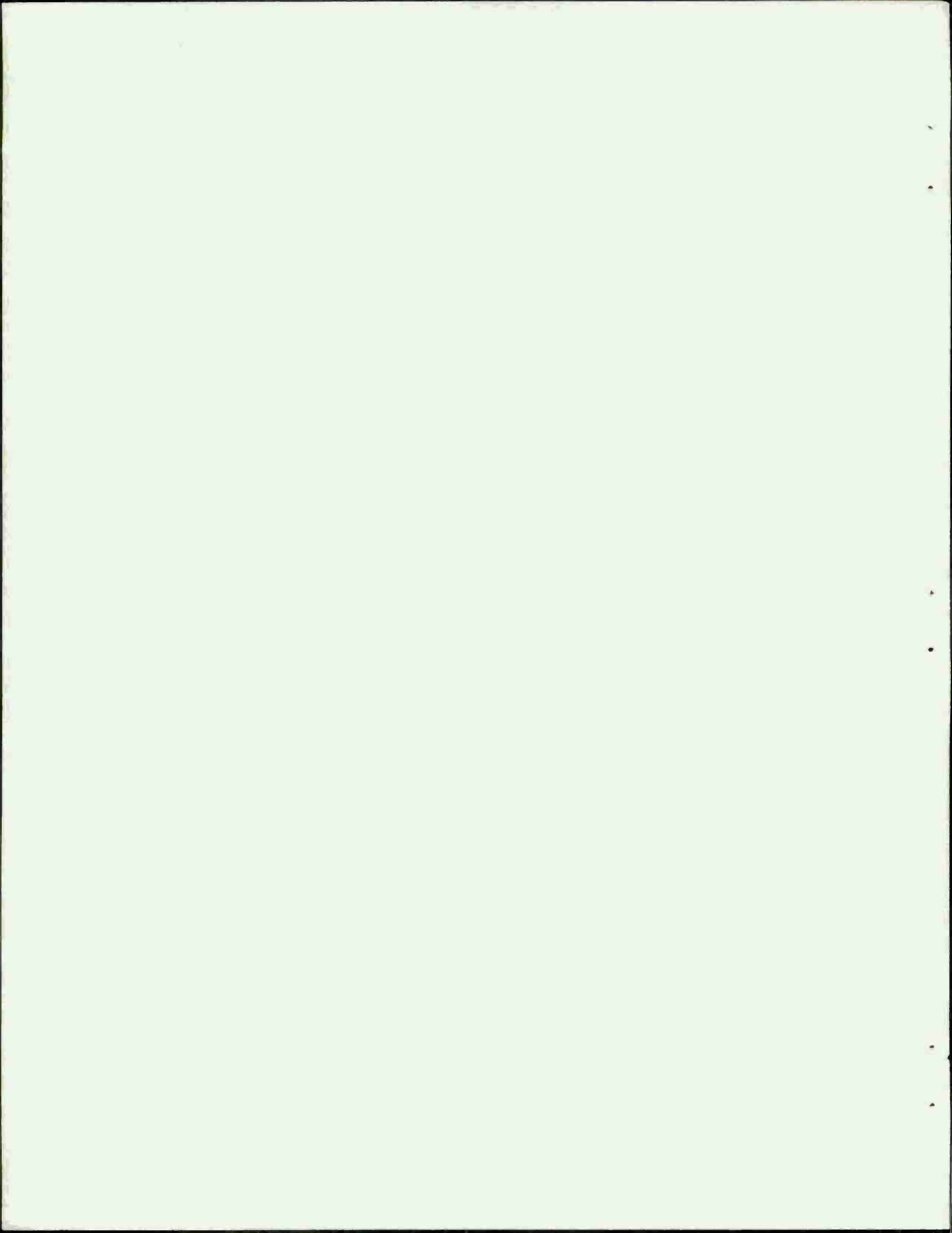Hough, A. Dean (Chairperson)

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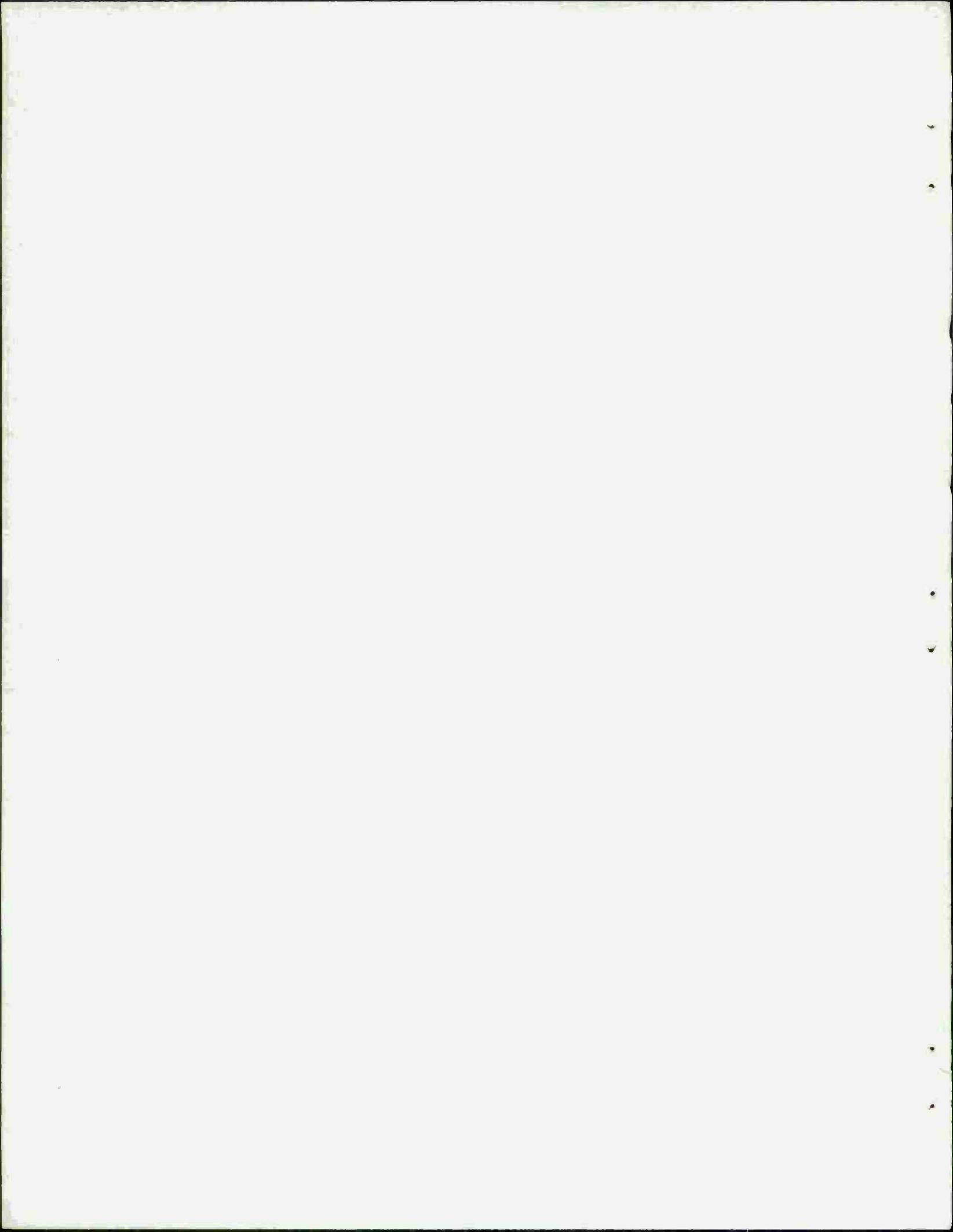
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